

# AGENDA

## MEETING OF THE **HORSHAM RURAL CITY COUNCIL**

**To be held on**

**26 June 2023**

**At 5.30pm**

**In the**

**Council Chamber, Civic Centre**

**18 Roberts Avenue, HORSHAM**



**COUNCILLORS are respectfully requested to attend the Council Meeting  
of the Horsham Rural City Council to be held on 26 June 2023  
in the Council Chamber, Civic Centre, Horsham at 5.30pm**

**Order of Business**

**PRESENT**

**ALSO IN ATTENDANCE**

**1. PRAYER**

Almighty God, we pledge ourselves to work in harmony for, the social, cultural and economic well-being of our Rural City. Help us to be wise in our deliberations and fair in our actions, so that prosperity and happiness shall be the lot of our people. AMEN

**2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT**

Horsham Rural City Council acknowledges the five Traditional Owner groups of this land; the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people. We recognise the important and ongoing place that all Indigenous people hold in our community.

We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.

**3. OPENING AND WELCOME**

Chairman, Cr Robyn Gulline formally welcomed those in attendance to the meeting. The Mayor advised that the meeting will be recorded to maintain a video archive, which will be available on the Horsham Rural City Council website as soon as possible.

**4. APOLOGIES**

**5. LEAVE OF ABSENCE REQUESTS**

**6. CONFIRMATION OF MINUTES**

**Recommendation**

That the minutes emanating from the Council Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 22 May 2023 be adopted.

## 7. CONFLICTS OF INTEREST

### Declarations of Interest

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

### Members of Staff

Under Section 130 of the *Local Government Act 2020*, officers or people engaged under contract to the Council providing a report or advice to Council must disclose any conflicts of interests in the matter, including the type of interest.

**8. PUBLIC QUESTION TIME**

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**CLOSE**



SUNIL BHALLA

Chief Executive Officer

## **REPORTS FOR COUNCIL DECISION**

### **9. OFFICERS REPORTS**

#### **9.1 QUARTERLY PERFORMANCE REPORT: JANUARY – MARCH 2023**

<b>Author's Name:</b>	Sarah McIvor	<b>Director:</b>	Kim Hargreaves
<b>Author's Title:</b>	Project Officer – Corporate Reporting	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	F18/A14/000001

##### **Officer Conflict of Interest**

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

##### **Status**

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

##### **Appendix**

Quarterly Performance Report – January to March 2023 (**Appendix 9.1A**)

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##### **Purpose**

To present the Quarterly Performance Report for Quarter 3, 1 January to 31 March 2023.

##### **Summary**

- The Quarterly Performance Report is a key component of our commitment to continuous improvement, transparency and accountability back to Council and the community.
- The Quarterly Performance Report brings together a range of reports including:
  - Quarterly Finance Report
  - Progress against Annual Action Plan deliverables
  - Service Performance Indicators
  - Councillor Expenses
  - Progress against Major Projects and Capital Works
  - Customer Service Performance
  - Consolidated data on Community Engagement has now also been added.

##### **Recommendation**

That Council receive and note the Quarterly Performance Report for Quarter 3, 1 January to 31 March 2023 (**Appendix A**).

## REPORT

### Background

Council's operations are large and complex, with over 80 different broad service delivery areas from road maintenance and construction, waste collection, parks, building and planning, to early years, visual and performing arts. This diversity in services creates challenges in many facets of Council's operations, which then create challenges in reporting on these to Council and the broader community.

The Quarterly Performance Report encapsulates a quarterly budget report, progress against the Annual Action Plan, the tracking of any major initiatives, Council expenses and key data relating to the Local Government Performance Reporting Framework. It now also encompasses a report on Council's community engagement activities for the quarter, which will be continued and developed further in future quarterly reports.

To further support our reporting, Council has a Financial and Performance Reporting Framework in place that provides guidance on reporting processes. It states the following:

*"Councillors take ultimate responsibility for the performance of Council and are accountable to the ratepayers and community of the municipality. As Councillors are not involved in the day-to-day operations of the Council, they rely on policies, procedures and internal controls to provide assurance about the information reported to them and in turn reported to the community and other stakeholders."*

The provision of relevant information on a regular basis is an important part of that internal control process and is necessary for the various levels of Council to carry out their responsibilities and obligations to the community in the management of Council business.

Central to Council's Quarterly Reporting Framework, are the following objectives:

- Council is committed to providing accurate, correct and quality information to the community relating to its performance;
- Council is committed to providing high quality relevant internal and external reporting, in a timely manner;
- Council is committed to providing regular targeted reporting to Management, its Audit and Risk Committee, Councillors and the community;
- Council is committed to sound governance through the alignment of performance reporting with its strategic direction; and
- Performance reporting is integral to better understanding of how Council is performing in its delivery of key strategies and operations from the Council Plan.

### Discussion

As a part of Council's continual improvement process, this report provides Councillors and the community with updates on progress against the Annual Action Plan 2022-2023 and other key strategic items. The report also provides Local Government Performance Reporting (LGPRF) data which is a mandatory system of performance reporting for all Victorian councils. LGPRF data is listed as "Service Performance Indicators" within the report.

A report on community engagement has been added to this report and provides an overview of Council's community consultation on a wide array of projects and initiatives over the course of the financial year. A brief overview of planned engagement for the fourth quarter is also included.

### Options to Consider

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

### Sustainability Implications

Not applicable other than any reporting included in the report on council's environmental and sustainability goals.

### Community Engagement

The Quarterly Performance report is prepared through cross-departmental consultation within Council. Following EMT endorsement, it will progress to Council Briefing before formal endorsement at a Council Meeting.

### Innovation and Continuous Improvement

Ongoing refinements are made to ensure the report provides clear and concise reporting on key strategic items.

### Collaboration

Not applicable

### Financial Implications

This report is prepared using existing staff resources.

### Regional, State and National Plans and Policies

Not applicable

### Council Plans, Strategies and Policies

2021-2025 Council Plan – all aspects

### Risk Implications

Provision of good quality, regular reporting of financial and non-financial information to the community mitigates against the risk of poor financial governance and possible financial mismanagement. The Municipal Association of Victoria's Good Governance Guide provides that *"the Council is ultimately accountable for the financial management...it should not have a hands-on role... but it needs to ensure that it has sufficient information to be satisfied that finances are in order and that the budgetary and financial planning goals are being met"*.

### Conclusion

The Quarterly Performance Report provides a regular and succinct report for Council and the community to assess Council's performance against a number of key measures.

## 9.2 FRAUD AND CORRUPTION CONTROL POLICY

<b>Author's Name:</b>	Andrea Coxon	<b>Director:</b>	Kim Hargreaves
<b>Author's Title:</b>	Governance Officer	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	F19/A12/000001

### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

## Appendix

### 2023 Fraud and Corruption Control Policy and Framework (**Appendix 9.2A**)

### Purpose

To present Council with an updated Fraud and Corruption Control Policy, including the Fraud and Corruption Control Framework.

### Summary

- The Fraud and Corruption Control Policy and accompanying Framework has been prepared in accordance with the *Australian Standard for Fraud and Corruption Control (AS8001:2021)*
- The purpose of this policy is to outline Horsham Rural City Council's expectations for effective fraud and corruption control.
- Council is committed to the prevention, deterrence and investigation of all forms of fraud and corruption, and will not tolerate fraud or corruption. Councillors and council officers will act ethically and in accordance with relevant codes of conduct at all times.
- Council's Audit and Risk Committee has endorsed the Fraud and Corruption Control Policy for progression for adoption.

### Recommendation

That Council:

1. Adopt the 2023 Fraud and Corruption Control Policy and Framework (**Appendix 9.2A**).
2. Formally rescinds the administrative Fraud and Corruption Control Procedure (P04/018), and discontinues the draft Fraud and Corruption Control Plan previously tabled.

## REPORT

### Background

Council's Fraud and Corruption Control Plan (2016 – 2020) was a strategic plan that established a framework to ensure that robust practices were in place for the effective detection, investigation and prevention of fraud and corruption of any description. This Plan was developed in consultation with the Audit and Risk Committee and presented to Council in 2016. In 2021 a review of the Fraud and Corruption Control Plan (including associated documents) became part of the Audit and Risk Committee work plan.

### Discussion

Council is committed to the prevention, deterrence and thorough investigation of all forms of fraud and corruption to mitigate against risks including financial loss and loss of public confidence.

In developing the 2023 Policy, both the *Australian Standard for Fraud and Corruption Control* (AS8001:2021) (the Standard) and feedback from the Audit and Risk Committee were considered. The Standard represents an industry benchmark for mitigating fraud and corruption control risks in organisations, and includes revised updates to definitions of both fraud and corruption. It also provides that the past practice of adopting 'Fraud Control Plans' should be replaced with 'Fraud and Corruption Control Systems' (or Frameworks).

The Fraud and Corruption Control Policy and associated Framework (as per the practice outlined in the Standard) was tabled at the Audit and Risk Committee meeting on 16 March 2023 and represents the culmination of the progress made against the intended review. The Framework outlines foundations of fraud and corruption and control and sets out response, detection and prevention strategies, and a clear outline of accountabilities across the organisation.

The Audit and Risk Committee have endorsed the document with a recommendation that the Policy be adopted. It is further recommended that the following two related documents be rescinded or discontinued:

- Rescind the administrative Fraud and Corruption Control Procedure (P04/018); and
- Discontinue the draft Fraud and Corruption Control Plan previously tabled with both the Committee and EMT.

### Sustainability Implications

Nil

### Community Engagement

Nil

### Innovation and Continuous Improvement

The revision of policies and procedures align with Council's commitment to continuous improvement.

### Collaboration

This policy was revised with input from the Audit and Risk Committee and informed by the Australian Standard.

### Financial Implications

The Policy is designed to mitigate financial risks by developing protocols to prevent fraud and corruption.

### Regional, State and National Plans and Policies

Not applicable

**Council Plans, Strategies and Policies**

2021-2025 Council Plan: Theme 5 - Leadership

**Risk Implications**

A risk assessment will be conducted by the Executive Management Team following adoption of this Policy. This ensures risks are appropriately mitigated, with all key stakeholders aware of their obligations under the Policy.

**Conclusion**

Horsham Rural City Council has zero tolerance for any fraudulent activity or corrupt behaviour. The Fraud and Corruption Control Policy and Framework makes clear Council's commitment to the prevention, deterrence and investigation of all forms of fraud and corruption.

### 9.3 GOVERNANCE RULES (REVISIONS 2023)

<b>Author's Name:</b>	Diana McDonald	<b>Director:</b>	Kim Hargreaves
<b>Author's Title:</b>	Coordinator Governance	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	F19/A12/000001

#### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

#### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

#### Appendix

Governance Rules (2023) (**Appendix 9.3A**)

Governance Rules (2023) Consultation Feedback (**Appendix 9.3B**)

Governance Rules (2023) Submissions (**Appendix 9.3C**)

#### Purpose

To present the revised Governance Rules for adoption.

#### Summary

- Actions recommended by the Municipal Monitor were considered/actioned as part of a review of the Governance Rules.
- Eleven minor amendments were identified, aimed at improving and clarifying Council Meeting processes.
- Council resolved to release the draft Governance Rules to the community for feedback between 26 April and 10 May 2023.
- Three individual submissions were received, and have been collated and summarised for Council's consideration.

#### Recommendation

That Council:

1. Note the summarised consultation feedback (**Appendix 9.3B**) and detailed submissions (**Appendix 9.3C**).
2. Adopt the revised Governance Rules (2023) (**Appendix 9.3A**).

## REPORT

### Background

Governance Rules provide an essential framework to ensure the effective conduct of Council Meetings at Horsham Rural City Council. The Rules are a cornerstone of good governance for all Victorian councils and a legislative requirement under the *Local Government Act 2020*.

HRCC is committed to maintaining high standards of integrity and transparency at its formal meetings. This includes maintaining a contemporary set of rules that safeguard open, robust and orderly debate, valid and ethical decision-making, and effective recordkeeping.

### Discussion

The Governance Rules have undergone extensive review in the years since the introduction of the *Local Government Act 2020*. Following the appointment of a Municipal Monitor to Horsham Rural City Council, further actions were identified for consideration or action.

In total eleven changes were proposed for the current Governance Rules, aimed at improving and clarifying Council Meeting processes.

The draft Governance Rules was presented to Council at the April Council meeting with a recommendation that Council “receive and note the amended Governance Rules (**Appendix 9.3A**) and seek community feedback over a 14-day period.” The draft document was then open for public comment between 26 April and 10 May 2023.

Council received three individual submissions during the consultation period. The submissions have been collated and are presented as an attachment to this report for Council’s consideration. Once approved by Council, the final version of the Governance Rules (2023) will be enacted.

### Options to Consider

Nil

### Sustainability Implications

Nil

### Community Engagement

In developing and amending its Governance Rules, Council has undertaken an effective process of community engagement as per section 60(4) of the *Local Government Act 2020*. The Governance Rules (Revisions 2023) was open for community input via Council’s *Have Your Say* webpage for the period 26 April 2023 to 10 May 2023. The opportunity to provide feedback was advertised in local news media and via Council’s social media and weekly e-newsletter.

### Innovation and Continuous Improvement

Not applicable

### Collaboration

Not applicable

### Financial Implications

Not applicable

**Regional, State and National Plans and Policies**

Not applicable

**Council Plans, Strategies and Policies**

2021-2025 Council Plan: Theme 5 – Leadership:

Strategy 1: Good governance, through leadership and connection with community

Strategy 3: High organisational standards focussing on continuous improvement

Strategy 4: Accountable and transparent decision-making

**Risk Implications**

Council must maintain a set of effective Governance Rules in line with contemporary best practice to appropriately mitigate risks including statutory non-compliance and reputational risk. Accordingly, the proposed amendments build on a model document originally provided by Maddocks lawyers, with changes informed by contemporary best practice and recent recommendations from an independent Municipal Monitor.

**Conclusion**

The Governance Rules provide an essential framework to ensure the effective conduct of Council Meetings at Horsham Rural City Council. The Rules are a cornerstone of good governance for all Victorian Councils and a legislative requirement under the *Local Government Act 2020*.

## 9.4 CREATIVE HORSHAM 2023-2026 – HRCC ARTS & CULTURAL STRATEGY

<b>Author's Name:</b>	Michelle Rethus	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Creative Services & Events Lead	<b>Directorate:</b>	Communities & Place
<b>Department:</b>	Arts, Culture & Recreation	<b>File Number:</b>	F20/A02/000001

### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

## Appendix

### Draft Creative Horsham Strategy 2023 – 2026 (Appendix 9.4A)

#### Purpose

To present the draft Creative Horsham Strategy.

#### Summary

The Creative Horsham Strategy has been developed to continue the work commenced as part of the Arts & Culture Plan 2014-2018. The development process has been lengthy and tackled the complexity of Covid during community engagement, but now sees the draft ready for finalisation post public feedback. The development process has seen the following:

- Creation of a data snapshot to benchmark local arts activity
  - Regional Arts Victoria engaged as the consultant
  - Review and learnings taken from the previous Arts & Culture Plan 2014-2018
  - Input from key Cultural Services staff
  - Reference and links to the new Council Plan and Annual Action Plan.
  - Consultation and engagement completed over a 6 month period which captured data from:
    - Horsham Talks Expo - high level input from the broader public (July 2021)
    - Policy scan & review (Aug 2021)
    - Creative Industries Survey (Aug-Sept 2021)
    - 1:1 interviews and summary report (Oct 2021)
    - Community Conversations Sessions (Nov 2021)
    - Follow up community conversations with under-represented groups (Nov- Dec 2021)
    - Consultation with Barengi Gadjin Land Council (BGLC)
    - Visitation and destination data input (Nov- Dec 2021)
  - The development of a set of guiding principles, five key themes and a series of actions.
  - Creation of final Creative Horsham Strategy and Appendices.
- Over 400 have people provided input, background and information into the development of the plan.

#### Recommendation

That Council:

1. Receive and note the draft Creative Horsham Strategy 2023-2026.
2. Make available the draft Creative Horsham Strategy 2023-2026 for public feedback for a period of 4 weeks.

## REPORT

### Background

The Creative Horsham Strategy has been developed to continue the work commenced as part of the HRCC Arts & Cultural Plan 2014-2018. Regional Arts Victoria, was engaged as Consultant to review existing policies, undertake community engagement and draft the new Creative Horsham Strategy. The project was allocated \$20K to undertake the work.

Learnings were taken from the previous Arts & Culture Plan 2014-2018, which contained a large number of stretch targets not aligned with HRCC resources and structures. This resulted in a number of actions not being achieved. As such, the objective for this new Strategy was to be more realistic and reflect the need to consolidate work structure and processes, work within existing resource constraints and leverage opportunities to enable success.

In the draft strategy, a set of actions sit underneath each theme – this is presented as a key project highlight for focus in the Creative Horsham Strategy. Earlier drafts detailed actions as quick wins, work in progress and emerging opportunities, however subsequent edits and reviews have simplified actions aligned to the themes.

The impacts of Covid saw many staff relocated from the Horsham Town Hall venue to other parts of Council's business. This alongside the closure and then re-establishment and rebuild of venue audiences and programs has had a real impact on the capacity to deliver this project. Changes to and recruitment of key staff to existing and vacant roles within the Cultural Services Team has also caused disruption and delayed the delivery of this project.

### Discussion

The Creative Horsham Strategy outlines a vision that builds on and references Councils' Community Vision being:

*Arts & culture contributes to making the Horsham region a vibrant, liveable hub that thrives on strong economic growth and social connectedness.*

This vision is underpinned by four guiding principles (inclusion, innovation, reconciliation, and collaboration). Five themes emerged early in the strategy's development, these have remained consistent and reinforced through the extensive community engagement. These themes are:

#### **Theme 1: Destination**

Entice visitors to the region with a compelling offer of things to do and see in and around Horsham

#### **Theme 2: Participation**

Ensure that everyone can make, do or see art and culture in the Horsham region

#### **Theme 3: Venues**

Our places of Arts and Culture serve the Horsham Community

#### **Theme 4: Partnerships**

Support the people and organisations with whom we make Arts and Culture

#### **Theme 5: Communications**

Celebrate and coordinate the way we tell our stories

The Strategy will be delivered and implemented through the mechanism of five operational areas of the Arts and Culture Team. The operational areas include:

- Performing Arts
- Visual Arts, inclusive of Horsham Regional Art Gallery;
- Education services
- Visitor Services and
- Space Activation, inclusive of Public Arts and Arts Development

The Creative Horsham Strategy also aligns with themes and priorities of the HRCC's Community Vision and Council Plan

#### Format and structure of the Strategy

The Strategy highlights a key project per theme (five projects in total) to focus effort and resources of Council's Cultural Services.

Each theme is summarised, with feedback from consultations integrated and evidenced against the theme. Other Council plans are referenced. There are a number of existing programs, strategies and priorities already in place at the time of developing Creative Horsham. The work of this Strategy does not exist in a vacuum, and the likelihood of success for any ambitions outlined here increases when it builds upon current strengths of the community and Council. The Strategy thus incorporates Actions already committed to or under way, in addition to those newly identified through Creative Horsham.

The Strategy will be supported by Council's commitment to developing Service Plans. These along with individual work plans (currently under development) will support the implementation of the Plan across the five operational functions within the Creative Services Team. Evaluation will be linked to the delivery of agreed services and actions, with implementation aligned against individual work plans.

#### **Options to Consider**

Not applicable

#### **Sustainability Implications**

Not applicable

#### **Community Engagement**

Extensive community engagement has been conducted in the development of the draft. This commenced with the formation of an initial Project Advisory Group prior to Covid. During Covid, participation declined with feedback from members suggesting targeted and thematic consultation was of greater relevance.

This transacted into more direct consultation through workshops and themed consultation. Resulting in participation in the 2021 Horsham Talks Expo attended by 204 people, a series of public consultation sessions with the community, co-hosted between Regional Arts Victoria and industry experts was also undertaken. A survey was distributed to the local community to collect key data from creatives and creative organisations.

Throughout the process, a number of one-on-one interviews were also conducted with individuals from across the community providing detailed input which strengthened many of the concepts and contributions to the Plan.

This plan places particular and important focus on developing an ongoing and respectful relationship with Barenji Gadjin Land Council. This relationship has grown, evolved and matured over recent years and is a key current and future focus of the Strategy.

### **Innovation and Continuous Improvement**

Not applicable

### **Collaboration**

Partnerships forms one of the 5 key themes of the Plan and will greatly influence the plans' achievement through leveraging resources outside of Council and the arts. Links to Regional Development, Tourism, Events, Education and Inclusion are sources for new partnerships and collaborations.

### **Financial Implications**

The Strategy and commitments presented, focus primarily on what is achievable with existing resources, venues, spaces, people and funds. The plan focusses on key actions that the Cultural Services Team has at its' discretion, autonomy and control to deliver. The plan also recognises, that many actions and quick wins can be achieved in collaboration with other teams within Council, and in partnership with community groups, artists and state based and regional cultural providers and services.

There will be times when specific arts based funding becomes available to achieve projects outside of the committed program. Opportunities to leverage existing Council resources with external funding to deliver creative outcomes, events and initiatives will be pursued. New and yet to be identified opportunities will likely arise outside of the existing Strategy, however, alignment to themes and guiding principles will ensure that any new opportunities are sense checked and referenced.

### **Regional, State and National Plans and Policies**

The Federal Government has released *Revive*, its new cultural policy that sets the plan for Australia's arts and culture sectors across the next five years.

Creative Victoria released its *Creative State 2025* Strategy which is designed to grow jobs and skills, and secure Victoria's reputation as a global cultural destination and bold creative leader. Creative State 2025 aims to engender stability, create opportunity and stimulate growth for Victoria's creative workers, businesses and industries. Creative Horsham has references to this key Victorian strategy.

Creative Horsham will be informed by its role and position as a *Regional Creative Industries Leader* in its relationship to both the Federal and State Government's strategic creative priorities.

### **Council Plans, Strategies and Policies**

Arts and Culture is a key driver to achieving the Community Vision. Direct links are as follows:

#### **2021-2025 Council Plan**

Theme 1: Community

Strategies:

2. A community that encourages and celebrates all cultures, heritage and diversity
3. A community that is empowered in shaping the future of our region
4. A region that acknowledges & engages with First Nations people on place, connection and truth

Theme 2: Liveability

Strategies:

1. A resilient, inclusive and socially connected community,
3. Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds.

**Risk Implications**

The key risk as is the case for all strategies and plans is being able to be delivered in a timely way and resourced. This risk has been mitigated by ensuring the actions are aligned with the day to day operations of the town hall informing programming etc. and also that these actions are reflected in future service planning.

**Conclusion**

It is recommended that Council support the release of the draft Creative Horsham Strategy 2023-2026 for public feedback for a period of 4 weeks.

## 9.5 INVESTMENT ATTRACTION POLICY REVIEW

<b>Author's Name:</b>	Fiona Gormann	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Manager Investment attraction and Growth	<b>Directorate:</b>	Communities and Place
<b>Department:</b>	Investment attraction and Growth	<b>File Number:</b>	F15/A06/000001

### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

### Appendix

Investment Attraction Policy (current) (**Appendix 9.5A**)

Investment Attraction Policy (clean version) (**Appendix 9.5B**)

### Purpose

To adopt the revised Investment Attraction Policy.

### Summary

The Investment Attraction Policy creates a framework for the provision of investment attraction incentives to either new business investment or the significant expansion of existing business in the Horsham Rural City Council area.

### Recommendation

That Council adopt the revised Investment Attraction Policy as attached in **Appendix 9.5B**.

## REPORT

### Background

The report is required to enable the Investment Attraction Policy (**Appendix 9.5A**) to be reviewed, advise Council of changes to the policy and seek adoption of policy for a further three years.

### Discussion

This is an important policy as it provides a framework to provide support for new and expanding developments within our municipality. The key proposed change is to expand types and level of assistance to include financial assistance with the development of business cases, feasibility studies, planning applications undertaken by a professional consultant.

Where the incentive is provided as a financial contribution toward the development Council can determine to deferred payment until the development has been completed or Council is satisfied that the development will proceed to execution.

Justification for the proposed change to the policy is as follows:

- We have precedence where undertaking of a feasibility studies, etc. has been supported by this policy i.e. Mt Zero Feasibility study and tourism feasibility case (to support Wilson/Bolton)
- To strengthen the policy and make it more transparent. The policy is best placed to support this type of work.

### Options to Consider

1. Council can choose to adopt the Investment Attraction Policy with changes
2. Council can choose not to adopt the policy

The Council officer preference is for Council to adopt the policy to enable a transparent and consistent framework when determining whether a new development or expanding businesses should receive support from Council.

### Sustainability Implications

Nil

### Community Engagement

Not applicable

### Innovation and Continuous Improvement

Not applicable

### Collaboration

Not applicable

### Financial Implications

Council allocates \$15,000 each financial year to support the Investment Attraction Policy / Investment Attraction Initiative Scheme

**Regional, State and National Plans and Policies**

Not applicable

**Council Plans, Strategies and Policies**

2021-2025 Council Plan: Theme 3 – Sustainability - A sustainable economy where local business, agriculture, tourism and other diverse industries thrive.

Destination Horsham - Investment Attraction Strategy and Implementation Plan 2022 onwards

**Risk Implications**

Not applicable

**Conclusion**

The in-kind support or financial contribution provided to new developments and expanding business is a small gesture of appreciation and gratitude Council can provide to these business and companies for having confidence to develop further in our municipality.

## 9.6 WIMMERA REGIONAL MULTI-SPORT FEASIBILITY STUDY

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<b>Author's Title:</b>	Coordinator, Recreation and Open Space	<b>Directorate:</b>	Communities and Place
<b>Department:</b>	Arts, Culture and Recreation	<b>File Number:</b>	F06/A13/000001

### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

### Appendix

Wimmera Regional Multi-sport Feasibility Study Final Report (**Appendix 9.6A**)

Wimmera Regional Multi-sport Feasibility Study Phase 2 Engagement Report (**Appendix 9.6B**)

### Purpose

To present the Wimmera Regional Multi-Sport Precinct Feasibility Study.

### Summary

- The Wimmera Regional Multi-Sport Precinct Feasibility Study (The Study) commenced in August 2021 as a result of a Council resolution to undertake an independent feasibility study to consider the preferred location for the Wimmera Regional Multi-Sport Precinct.
- The Study investigated the demand and potential locations for regional level facilities being located in a single multi-sport precinct.
- Following consultation with State Sporting Associations (SSAs) and examination of local population and participation trends it became clear that a single precinct of regional facilities was neither financially viable nor possible due to land availability.
- A distributed model of new and upgraded facilities was proposed and tested, with sporting infrastructure being classified as regional, municipal or local.
- Recommended locations and concept plans have been reviewed by the SSAs and by local sporting clubs located at the identified sites and have been strongly supported.
- High level costings have been obtained and the Feasibility Study has been completed.
- The concept plans allow for future proofing if demand for sports or their status as a regional facility changes for example grass to synthetic for Hockey and Athletics.
- A decision on future regional sports provision is critical now rather than delaying this further.

### Recommendation

That Council:

1. Endorse the Wimmera Regional Multi-Sport Precinct Feasibility Study (**Appendix 9.6A**).
2. Prioritise the development of an indoor sporting stadium and precinct at College Oval (Dimboola Road) as presented in the Study.
3. Advance the development of schematic plans for the three precincts (Dimboola Road, Haven Recreation Reserve and Dudley W Cornell Park).

## **REPORT**

### **Background**

Council's endorsement of the City to River Masterplan, 25 November 2019 included the requirement to undertake an independent feasibility study to identify a preferred location, the functional requirements of a multi-sport precinct, the viability, economic and social impacts of such a precinct, and possible operational models of the facility.

In 2021, funding for a Feasibility Study was jointly provided by Sport and Recreation Victoria and Horsham Rural City Council. The purpose of the Study was to:

- Identify the functional requirements of a regional multi-sport precinct consistent with State Sporting Association planning.
- Determine the feasibility of a multi-sports precinct that can meet the needs of the users and provide a facility that can cater for regional sporting activities and events.
- Determine the most suitable location for a multi-sports precinct, referencing previous work undertaken by Horsham Rural City Council and considering all other factors including new information.

Otium Planning Group was engaged to assist with the study. Otium Planning Group has more than 28 years' experience and has completed in excess of 1,700 projects in the Sport, Recreation and Leisure industry. Many of the projects relate to facility feasibility studies, development of masterplans, recreational strategies and business and operational plans.

Stage One of the Study involved an investigation into sporting participation trends and local demographics, and facility requirements including required land mass if playing areas, ovals and pavilions were upgraded to a regional level. State Sporting Associations were consulted and provided strategic advice regarding facility requirements and the likelihood of regional facilities being fully utilized. Six sites were identified and assessed.

Stage One analysis revealed that:

- The land required for a precinct of regional facilities (15ha) is not available and would involve significant expense to purchase
- A mix of regional, municipal, local level facilities is required to meet current and projected usage.

Stage Two of the Study explored options for a distributed model of facility improvements using a combination of council owned and other land, and a mix of facility upgrades reflecting current and projected participation requirements. Stage Two analysis revealed that:

- Land is available to provide both upgraded and new sporting facilities
- Existing infrastructure (ovals and courts) can be upgraded
- Projects can be staged when funding becomes available
- The mix of regional, municipal and local facility upgrades is consistent with SSA expectations for the growth of the different sports.

State Sporting Associations have endorsed the distributed model of strategic facility upgrades. Concept plans and high level costings have been prepared. Local sporting clubs have been consulted.

### **Discussion**

The Feasibility study is underpinned by an extensive engagement process with State Sports Associations, local sporting user groups and other key stakeholders in determining the current and future demand for new sporting facilities. The Study identifies the development priorities Council needs to consider over the next 10-20 years based the current sports participation trends, population demographic shifts and aging infrastructure across the Horsham community.

The Study examined recommendations from previous, recent strategies and plans and considered a range of additional elements to effectively respond to Council's request to resolve the preferred location of a regional sporting precinct.

Analysis revealed that a single precinct of regional level facilities for multiple sports is not economically feasible for our municipality. The required land mass is not available, construction costs would be prohibitive and local participation numbers (current and projected over a 10 year period) would result in facilities not being fully utilized.

The Study examined alternate options to provide upgraded sporting facilities and an indoor sporting stadium. The investigation identified that a mix of regional, municipal and local facilities is required to cater for the current and emerging sporting needs of our community and that a distributed model of sporting precincts provides affordable options of upgrades that can be implemented as funding becomes available.

A total of 13 State Sporting Associations were consulted throughout the development of this project. Nine State Sporting Associations were consulted on the projects' final concept designs and the distributed model recommendations. Letters of support have been received from the nine SSAs; these include:

- Athletics Victoria
- Badminton Victoria
- Basketball Victoria
- Cricket Victoria
- Football Victoria
- Hockey Victoria
- Netball Victoria
- Tennis Victoria
- Volleyball Victoria

Four other State Sporting Associations were informed that due to cost constraints their sport was not included in the final design recommendations for the three sporting precincts.

These sports are: AFL Victoria, Gymnastics Victoria, Squash Victoria and Table Tennis Victoria.

Local sporting clubs and community groups currently located on sites identified in the study have been consulted and will continue to be engaged as the project is further developed. A summary of feedback from local clubs is provided in both the Feasibility report and in the Phase 2 Engagement report. **(Appendix 9.6A and Appendix 9.6B).**

#### Site analysis

The study investigated a total of 10 sites, involving 14 landowners and land managers. Initially, six sites were assessed. The sites were:

- Jenkinson Avenue
- Remlaw & Natimuk Road
- Racecourse Reserve
- South of Police Paddock
- South of the River
- Showgrounds

An additional four sites were also considered:

- Horsham Velodrome
- Dudley W Cornell Park
- Haven Recreation Reserve
- Dimboola Road Oval (Horsham College)

Details of the sites, the assessment criteria and landowner feedback is provided in the Feasibility report (**Appendix 9.6A**).

Based on the component schedules identified by the SSAs, high level concept designs have been developed for the three preferred sites. This distributed delivery model proposes the strategic geographical positioning of smaller sports precincts across the north, south and west of Horsham.

Dimboola Rd site – Regional indoor stadium (including four high ball courts) and outdoor netball courts, plus municipal hockey pitch

Haven Recreation Reserve site – Regional tennis, two municipal soccer pitches, local cricket oval, community Hub and open space

Dudley W Cornell Park site – Municipal athletics facility and two local cricket ovals with additional car parking and expanded main oval

Concept plans for the three sites are provided on pp 76-79 in the Feasibility Report (**Appendix 9.6A**).

The concept plans allow for future proofing if there is change in status to a regional level sport. For instance, a synthetic surface for athletics and hockey. At this stage a synthetic surface is not recommended due to the current status of the sport being classified *Municipal*, also due to current participation numbers and the cost difference between grass and synthetic impacting on overall feasibility, however this has not been ruled out and therefore has been allowed for in the concept plans.

### Options to Consider

1. Endorse the findings of the Feasibility Study.
2. Receive the Feasibility Study and request further information.
3. Receive the Feasibility Study and undertake no further action.

### Recommendation:

Because of the high level of detail in the Study, extended consultation with State Sporting Associations, alignment with facility requirements, consideration of local financial constraints and opportunities, and the strategic distribution of upgraded sporting and active recreation opportunities throughout Horsham, Option 1 is recommended.

### Sustainability Implications

The Otium Analytics Benefits Assessment Model analyses the economic benefits of a proposed project and converts social and health benefits to an economic value. Otium's Social and Economic Benefits Model provides an assessment of projects to identify:

- Direct economic benefits in terms of capital, revenue and jobs created
- Indirect economic (flow-on) benefits in terms of additional economic activity and jobs, and social and health benefits in terms of criminal and social justice benefit, human capital and personal health benefit.

The Feasibility Study identifies and quantifies improvements to both our economy and our community through the provision of up-graded and new, fit-for-purpose sporting facilities that are distributed across our community and that provide a combination of formalised sporting infrastructure and community accessible, active recreation opportunities.

### **Community Engagement**

The Feasibility Study has involved extensive consultation with both internal and external individuals and groups that include:

- Sport and Recreation, Victoria
- Thirteen State Sporting Associations
- Fourteen land owners/land managers
- Surveys distributed to 40 sporting organisations and 23 schools
- Consultation with 16 local sporting groups
- Consultation with members of the local community
- Meetings with HRCC officers

Details of consultation is provided in the Feasibility report (**Appendix 9.6A**) and the Phase 2 Engagement report (**Appendix 9.6B**). Further consultation is occurring with local groups and on-going, detailed consultation will occur with both the SSAs and specific sporting groups during the detailed design stage of project delivery.

There is strong support from the SSAs and local community groups for the sites as proposed. These sports are keen for Council to make a decision to move forward after a long history of past delays and lack of decision making, leaving the future infrastructure provision for a number of regional sports unresolved.

### **Innovation and Continuous Improvement**

The findings of the Feasibility Study identify the importance of aligning local development with state level strategic plans, of exploring options and testing assumptions. The Dimboola Rd site (indoor stadium, indoor-outdoor netball courts and dedicated hockey oval) is an example of a partnership between two agencies (Department of Education and Local Government) to achieve maximum community benefit.

Feedback from SSAs has identified emerging technologies that will increase usage of the stadium and provide additional training opportunities for sporting codes. This includes: opportunities for hockey to train indoors, alternate floor surfaces that minimise maintenance and opportunities for volleyball to be played both indoors and on outdoor surfaces.

### **Collaboration**

Sport and Recreation Victoria has provided high level guidance re: the content and strategic output required of the Study.

The Wimmera Catchment Management Authority provided advice regarding flood modelling and water flow and catchment that was particularly relevant when the Velodrome and Showgrounds sites were being considered.

### **Financial Implications**

High level Quantity Surveyor (QS) cost estimates for the three sites have been developed.

Cost Item	Dimboola Road Site	Haven Recreation Reserve Site	Dudley W Cornell Site	Total
	<i>Regional Indoor/Outdoor Stadium and Municipal Hockey</i>	<i>Regional Tennis, Municipal Soccer, Local Cricket, Community Hub and Flexible Open Space</i>	<i>Municipal Athletics Upgrades and Local Cricket</i>	
Total Building Works	\$16,745,000	\$4,928,000	-	\$21,673,000
<b>Net Construction Cost*</b>	\$28,886,000	\$10,161,000	\$6,469,000	\$45,516,000
<b>Total Construction Cost**</b>	\$32,649,535	\$11,451,190	\$7,320,280	\$51,421,005
<b>Total Project Cost***</b>	<b>\$36,600,000</b>	<b>\$12,236,000</b>	<b>\$7,759,000</b>	<b>\$56,595,000</b>

\*Includes Building Works, Demolition, Road works, Car Parking, Landscaping, External Services & ESD Initiatives

\*\*Includes\* plus Infrastructure Upgrade Allowance, IT, Construction and Design Contingency,

\*\*\*Includes \* and \*\* plus Furniture Equipment & Fittings, Consultant Fees and Headworks and Authority Charges

Note: Current pricing has been used in the calculations and prices are subject to change.  
The model provides the ability to stage the delivery of each site.

Council will be relying on significant amounts of external funding for the projects from a combination of external (State and Federal funding sources). There will be also internal, HRCC funding required.

### **Regional, State and National Plans and Policies**

*Active Victoria 2022-2026 – A strategic framework for sport*

Connecting communities – All Victorians have access to high quality environments and appropriate participation opportunities

Key Direction – Deliver inclusive, multi-use and sustainable community sport and active recreation infrastructure.

### **Council Plans, Strategies and Policies**

2021-2025 Council Plan: Theme 1 - Community

Initiative - Promote and support the municipality's key tourism, events and local and cultural offerings

Theme 2 – Liveability

Initiative - Encourage participation, diversity and growth in sports, events, arts and culture

Theme 4 – Accessibility

Strategy – An integrated, strategic and needs based approach to investing in our places and spaces.

The Study builds on a significant body of work that has already occurred within HRCC:

- Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016
- Wimmera Sports Stadium Business Case and Concept Design Report, 2017
- Economic Development Strategy 2017-2021
- Open Space Strategy 2019
- Horsham Sport Facilities Demand Assessment Version 4, 2019
- Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019
- Horsham South Emerging Option Plan 2020
- The Social Infrastructure Framework 2020
- Horsham City to River Master Plan, 2020

### **Risk Implications**

The Feasibility Study has investigated a variety of elements that contribute to risk. Contributing elements include:

- Municipal demographics including the age, socio-economic and health status of the population and the impacts on participation trends in organised sport
- Participation trends (locally and state wide) evident pre and post the Covid-19 pandemic
- State wide trends towards an increase in informal, social and active recreation opportunities with analysis that although there has been an increase in passive recreation, many of the organised activities that are currently being conducted in Horsham should remain stable if clubs and associations are well managed, sustainable and have access to fit for purpose sporting facilities and supporting infrastructure
- The QS cost estimates are based on 2023 figures and are subject to change
- Cost-benefit analysis of the economic returns from significant infrastructure investment.

The Feasibility Study presents development options that meet a variety of site criteria, have been costed, tested against state wide strategic plans and that provide significant community benefit. There is significant reputational risk if the findings of the Study are not endorsed and the Study is adopted without action.

The Horsham community, Horsham Rural City Council and State based funders have committed significant time, energy and resources to resolving the issue of facility improvement and regional level sporting infrastructure over many years. It is important the community and Council are able to confidently work to resolve and move forward with facility improvement across the municipality and region. Appetite to invest in additional exploration is very low, and it is now time to progress the recommendations and reap the benefits of improving the regions' liveability by attracting more visitation, increasing participation and improving health outcomes.

Any further delays in regards to development of regional sports facilities will continue to impact on the liveability and health and wellbeing of the community A decision on future sports provision is critical now rather than delaying this further.

### **Conclusion**

The Wimmera Regional Multi-sport Feasibility Study resolves a Council direction to identify a preferred location, the functional requirements of a multi-sport precinct, the viability, economic and social impacts of such a precinct, and possible operational models of the facility.

The 18 month investigation identified that a mix of regional, municipal and local facilities is required to cater for the current and emerging sporting needs of our community and that a distributed model of sporting precincts provides affordable options of upgrades that can be implemented as funding becomes available.

Three sites, each comprised of multiple sporting facilities have been identified and concept plans and high level costings have been developed. The distributed model and recommendations for varying facility upgrades is supported in writing by nine State Sporting Associations.

## 9.7 ROAD MANAGEMENT PLAN AMENDMENT

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<b>Department:</b>	Infrastructure	<b>File Number:</b>	F02/A05/000007

### Officer Conflict of Interest

Officer disclosure in accordance with Local Government Act 2020 – Section 130:

☐ Yes ☒ No

**Reason:** Nil

### Status

Defined as confidential information in accordance with Local Government Act 2020 – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

## Appendix

Draft (Amended) Road Management Plan 2023 (**Appendix 9.7A**)

### Purpose

To present the Road Management Plan as amended.

### Summary

- The regular monitoring and reporting of achievement of Road Management Plan maintenance targets, based on reliable systematic data has highlighted two areas where amendments to the Plan are considered justified.
- It is proposed to change the Plan so that vegetation growth over footpaths is managed through the existing provisions of Community Local Law No 3 (2021).
- It is also proposed to introduce a lower classification of roads for some roads that are used only as fire access tracks or that have never been formed.
- A public engagement process on these changes has been conducted. No issues were raised during this process that might suggest the amendments could not occur.

### Recommendation

That Council adopt the amended Road Management Plan (**Appendix 9.7A**).

## **REPORT**

### **Background**

It is proposed to amend the Road Management Plan to address some administrative processes relating to the Plan. These are:

- To establish a lower road category “Tracks” which do not receive routine maintenance or inspections by Council.
- To clarify the process for landowners to maintain vegetation from their properties where it overhangs footpaths.

The Council report from June 2022 provides detailed background on this matter, including the review of Road Management Plans of some other Councils. These other Plans demonstrate that our Road Management Plan establishes time frames for response which are either unrealistic or which do not reflect historic levels of service. Specifically:

- The process established in the Road Management Plan for requiring landholders to remove vegetation overhanging footpaths cannot be established in the time frame given. Other Councils do not include this in their Road Management Plan, instead relying on a process through their Community Local Law (or equivalent).
- There are some minor roads that do not have a history of maintenance by Council, and are generally only distinguished from the adjoining land by the presence of wheel tracks, through the natural vegetation.

### **Discussion**

While it had been intended that the consultation process for this amendment would occur immediately following preparation of the Council report in June 2022, this did not occur until later.

The following engagement process was undertaken:

- Letters were sent to all landholders adjoining the roads proposed to be downgraded to “tracks” in December 2022.
- A notice was placed in the Government Gazette on 26 April 2023 advising of the intention to amend the Road Management Plan (as required in the Road Management Regulations 2016).
- This was also notified in Council’s public notices over several weeks at that same time.
- The amendment was also announced in Council’s weekly email newsletter.

Results of the engagement are discussed below.

Importantly, this amendment will not change the following aspects:

- Council will continue to monitor footpaths for overhanging vegetation and require landholders to remove this. The close-out process will differ as it will be managed through the Community Local Law rather than the Road Management Plan.
- The roads classified as tracks have not been receiving regular maintenance. Council will continue to respond to reasonable requests, e.g. for fire access.

### **Options to Consider**

If Council were to consider not to amend the Plan, then Council may not be able to achieve full compliance with the Road Management Plan, in particular in relation to the time frame in the current plan for removal of vegetation overhanging footpaths. The process to seek cooperation from landholders and then enforce it can take two to three months, and is difficult to manage within the Road Management Plan framework.

### Sustainability Implications

Nil

### Community Engagement

Four responses were received to the proposed amendment. These are summarised in the table below.

Respondent	Issue	Consideration / Outcome
B Dunn	Phone call, concerned about the proposed downgrading of Victoria Valley Rd.	Explained that it would be no change in actual maintenance standards, Council would still respond to reasonable requests for maintenance for fire access.
C Mibus	Concern expressed about closure of Combes Rd adjacent to their property.	Explained that the road would not be closed, just that its status would be administratively changed.
M Bourchier-Wilson	Seeking further information about the proposed change of status of roads.	Detailed explanation provided on the nature of the change. No subsequent specific submission received.
K Ross	Seeking further information about the purpose of the amendments	Detailed explanation provided on the nature of the change. No subsequent specific submission received.

In summary, it is considered that no change to the proposed Amendment is required based on this community feedback.

### Innovation and Continuous Improvement

The proposed changes represent part of the continuous improvement in Council's approach to compliance with its Road Management Plan.

### Collaboration

Nil

### Financial Implications

The proposed changes will lead to minor cost savings with road inspections, but no reduction in road maintenance – the relevant roads do not have a history of regular maintenance.

### Regional, State and National Plans and Policies

Not applicable

### Council Plans, Strategies and Policies

This report relates to amendments to the existing Council Road Management Plan.

### Risk Implications

The Road Management Plan is a key document for Council to manage its risks. The measures proposed in this report are intended to reduce Council's risk exposure by changing some parts of the Road Management Plan which are not practicably able to be complied with, but without any change in the level of community risk.

### Conclusion

The proposed amendments to the Road Management Plan will facilitate Council achieving full compliance with the Road Management Plan, without any change in service levels to the community.

## 9.8 BUDGET 2023-2024 AND UPDATED REVENUE AND RATING PLAN 2021-2024

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<b>Department:</b>	Finance	<b>File Number:</b>	F18/A14/000001

### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

### Appendix

Horsham Rural City Council Budget 2023-2024 (**Appendix 9.8A**)

Updated Revenue and Rating Plan 2021-2024 (**Appendix 9.8B**)

Draft Budget and revised Revenue and Rating Plan 2021-2024 - Summary of responses (**Appendix 9.8C**)

Draft Budget and revised Revenue and Rating Plan 2021-2024 – Responses received (**Appendix 9.8D**)

### Purpose

To present the Horsham Rural City Council Budget 2023-2024 and note the updated Revenue and Rating Plan 2021-2024.

### Summary

- The Budget 2023-2024 is prepared in accordance with the requirements of the *Local Government Act 2020*, and in consultation and discussion with Councillors and Council Officers.
- The Budget 2023-2024 has been prepared through a process of consultation and discussion with Councillors and Council Officers, and aligns with objectives as set out in the 2021-2025 Council Plan. It has also been prepared with reference to the Annual Action Plan Year 2: 2023-2024.
- The Revenue and Rating Plan 2021-2024 has been revised to incorporate minor changes as a result of the budget development process. This reflects that consideration was given to the differentials and Municipal Charge within the Budget, and that there has been an increase in the Council component of the Pension Concession.
- The community were invited to inspect the Draft Budget and the revised Revenue and Rating Plan 2021-2024 from 23 May 2023 to 9 June 2023.

## Recommendation

That Council:

1. Adopt Horsham Rural City Council Budget 2023-2024 and the subsequent 3 financial years, as attached in **Appendix 9.8A** pursuant to Section 94 of the *Local Government Act 2020*.
2. Declare the following rates and charges for the 2023-2024 financial year:

(a) Amount intended to be raised:

An amount of \$32,636,457 (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount which Council intends to raise by general rates and the annual service charge, which is calculated as follows: General Rates \$25,140,682, Municipal Charge \$2,292,200, Waste Management Charge \$4,663,575, Supplementary Rates \$220,000, Interest on Rates \$40,000 and Revenue in lieu of rates \$280,000.

(b) Rates Information:

General Rates - A general rate be declared in respect of the 2023-2024 rating year, being the period 1 July 2023 to 30 June 2024.

3. Declare that the general rate be raised by the application of differential rates for rateable land having the respective characteristics specified in 4.1.1(n) of the budget document.
4. Declare each differential rate will be determined by multiplying the Capital Improved Value of each rateable land by the relevant rate in the dollar as indicated as follows:

Residential	\$0.004058
Farm	\$0.002029
Commercial	\$0.003855
Industrial	\$0.004058
Cultural and Recreation	\$0.002029

5. Declare a Municipal Charge for 2023-2024 of \$200.00 for each rateable land (or part) in respect of which a municipal charge may be levied.
6. Declare an Annual Service Charge for the collection and disposal of refuse in respect of the 2023-2024 Financial Year and set out below:

Urban Bin Service	\$	497.00
Rural Bin Service	\$	348.00
Additional General Waste Bin	\$	140.00
Additional Recycling Bin	\$	140.00
Additional Organics Bin	\$	140.00
Additional Glass Bin	\$	80.00
Commercial Bin Service (weekly general waste/fortnightly recycling)	\$	480.00
Additional/Standalone Commercial General Waste Bin (weekly)	\$	300.00
Additional/Standalone Commercial Recycling Bin	\$	180.00
Additional Commercial Organics Bin	\$	180.00
Additional Commercial Glass Bin	\$	90.00

7. Declare the Setting of interest rate on unpaid rates and charges.  
The Council will charge interest for rates and charges which have not been paid by the due dates, as specified under Section 167 of the Local Government Act 1989.
8. Declare the payment of rates and charges that a person can pay a rate or charge (other than a special rate or charge) by: Four (4) instalments which are due and payable on the dates fixed by the Minister by notice published in the Government Gazette; or paid in full on 15 February 2024.
9. Notes that the fees and charges in the Budget have been updated from the Draft Annual Budget with the following changes:

- a. Statutory Fees and Charges have been increased by 4% per cent due to the fees and fines being set as part of the Victorian State Budget and gazette 23 May 2023;
  - b. Changed the wording in Rates and Property Management to better reflect the service.
  - c. Changed Urban and Rural Bin service unit of measure to “per property”.
  - d. Changed cat registrations unit of measure to “per cat”.
10. Authorise borrowings of \$400,000 for the City Oval Capital works project.
11. Note that the Burnt Creek Industrial Estate Capital Expenditure approved in the 2022-2023 financial year changes the income funding the project from external grants to (be funded by) the industrial land reserve. The project is now being completed over the 2023-2024 and 2024-2025 budget years.
12. Adopt the updated Revenue and Rating Plan 2021-2024 (**Appendix 9.8B**).
13. Receive and note the comments received on the Draft Budget 2023-2024 and updated Revenue and Rating Plan 2021-2024 (**Appendix 9.8C and 9.8D**).

## REPORT

### Background

This year's budget is the seventh year of budget preparation under the State Government's Fair Go Rates system with the rate cap set at 3.5 per cent by the Minister for Local Government. It is against that figure that this budget has been framed.

Council has a range of both internal and external cost pressures to contend with, and still recognises the need to play an important role as the regional city for the western area of the state, with the provision of quality services to more than just our own residents. There continues to be growth and development within the community, which, over time puts pressure on service delivery costs such as the supply of parks and gardens, maintenance of roads and footpaths etc.

### Discussion

#### *Key Statistics*

- Total Revenue: \$62.0 million (2022-23 = \$59.6 million)
- Total Expenditure: \$56.1 million (2022-23 = \$55.6 million)
- Surplus/(Deficit)for the year: \$5.9 million surplus (2022-23 = \$4.0 million surplus)
- Underlying operating result: \$3.9 million deficit (2022-23 = \$5.7 million deficit)

### Budget Influences

In preparing the Budget 2023-2024, several internal and external influences have been taken into consideration as they impact significantly on the services delivered by the Council in the budget period and resulting budget position. Further budgetary pressure is felt as a result of the current inflationary environment, particularly where cost increases of materials and services far exceed the Rate Cap of 3.5 per cent.

### Capital Works

The proposed capital works budget is \$22.86 million which is made up of \$6.88 million of new projects, \$12.04 million in renewal and \$3.95 million in upgrades. The capital works program will be funded by \$8.26 million of grant funding, \$13.67 million of Council cash from operations, reserves and investments, and \$400,000 of new borrowings.

### Capex Summary

The roads and related infrastructure capital program has a budget provision of \$6.8 million, of which some \$5.5 million relates to renewal of existing assets. There is also budget provision of \$4.2 million budget provision for further progress on the City to River works, featuring the City Oval netball courts and netball pavilion, the events stage and initial works on the community centre/change room facility. The Wesley Performing Arts Centre refurbishment has a proposed budget \$1.958 million, dependent on significant grant funding of around \$1.4 million to enable these works to proceed.

### Rates and Charges

Council has increased its additional "Council funded" rebate to pensioners from \$30 to \$50. This is over and above the state government rebate. As the policy trigger of +3.5% of the Farm General Valuation has been met, the Differential has been reviewed but will remain at 50% of the residential rate.

Some of the reasoning behind this decision was that currently residential properties share the same percentage of the total Capital Improved Value (CIV), (approx. 46% of the total value of all properties respectively) but residential properties are now responsible for nearly double the rates revenue than Farm. This would indicate that both vertical and horizontal equity, benefits as well as residential “capacity to pay” have reached their limit concerning altering the differential in the 2023-2024 budget.

The Municipal Charge remains constant at \$200 with concern that any further drop this year would further disadvantage higher valued Farm and Residential properties, as a higher differential would have to be calculated. The flat fee provides horizontal equity to evenly spread the cost of services over the municipality and the differentials applied are as follows:

RATING DIFFERENTIAL	RATING DIFFERENTIAL %
General/Residential	100%
Industrial	100%
Commercial	95%
Culture and Recreation	50%
Farm	50%

### Centralised Annual Valuations

Since 2019, the Valuer-General Victoria (VGV) is the sole valuation authority to conduct annual valuations for rating purposes. The Budget 2023-2024 includes preliminary valuation data from the VGV with valuations as at 1 January 2023. All rating information contained within the budget, including rates in the dollars, is based on these updated valuations. However, the preliminary valuations are yet to be certified by the VGV and are therefore subject to change.

Current draft valuation data suggests an average increase across the municipality of 17 per cent. This does not mean Horsham Rural City Council will generate 17 per cent additional rates revenue, rather it will influence how much of the total rates revenue is contributed by each individual property (noting the cap at 3.5%). Movements in individual property valuations (CIV) will have an impact on individual rate notices and are difficult to communicate through the Budget 2023-2024 document.

Section 4.1.2(f) of the Budget 2023-2024 provides an indication of the valuation movements for each rating differential group, however, individual property valuation movements will not be advised until the 2023-2024 annual rates notices for each property are distributed.

### Financial Performance Indicators

Section 5 of the Budget 2023-2024 documents Council’s current and projected forecast across a number of prescribed indicators. These indicators are useful for analysing Council’s financial position and are further supported by the Financial Policy Statements adopted in Council’s 2022-2032 Financial Plan.

### Options to Consider

The Council Budget is a statutory requirement and must be adopted each financial year by 30 June.

### Sustainability Implications

Rate capping continues to place restrictions on Councils ability to raise its own source income and places an ever increasing reliance on grants from other tiers of government the availability of which can change over time. Council’s share of the overall tax revenues of all tiers of government (approximately 3%) is also a factor as additional responsibilities and obligations are being given to council without adequate

consideration of the taxation implications. These issues mean that Council must be mindful of its own financial sustainability and therefore take a more conservative approach to debt than other levels of government and/or the private sector may take.

### **Community Engagement**

Council has already completed an engagement with the community around the Annual Action Plan Year 2: 2023-2024. The community was provided the opportunity to provide feedback on the Annual Action Plan during February 2023 with the Plan then utilised to drive the development of the initiatives that sit within this budget. With these actions of community engagement now complete, Council presented the draft budget as an essentially finalised document with engagement at IAP2 level of “informing the community”.

In relation to the Revenue and Rating Plan 2021-2024, the document was adopted by Council in October 2022 and the only changes being made since reflect the Budget notes and change to the Council funded pensioner rebate increasing from \$30 to \$50.

The community were invited to provide feedback on the Draft Budget 2023-2024 and the updated Revenue and Rating Plan 2021-2024 from 23 May 2023 to 9 June 2023, with two individuals contacting Council specifically in relation to the draft budget within the allocated inspection period. A third individual contacted Council on 16 June, a week after the inspection period concluded, so their comments were not addressed as part of the summary of responses but their comments were provided to Councillors for consideration.

No feedback was received in relation to the revised Revenue and Rating Plan 2021-2024.

### **Financial Implications**

All matters under discussion impact on the Council Budget 2023-2024.

### **Regional, State and National Plans and Policies**

The state policy with most significance for Councils budget is the Fair Go Rates system that sees the capping of council rate increases set by the Minister for Local Government each year.

### **Council Plans, Strategies and Policies**

The 2023-2024 Budget, and Revenue and Rating Plan 2021-2024 have been prepared with reference to the Community Vision 2041, the 2021-2025 Council Plan, and the Annual Action Plan Year 2: 2023-2024.

### **Risk Implications**

The budget is a key document for the good governance and operations of Council and, as such, needs to be adopted by the 30 June each year.

### **Conclusion**

The Budget 2023-2024 and updated Revenue and Rating Plan 2021-2024 have been developed through a sound process of consultation and review. The budget is considered fiscally responsible whilst still providing a degree of important economic activity within the municipality. The Budget 2023-2024 and revised Revenue and Rating Plan 2021-2024 are ready for adoption.

## 9.9 CITY OVAL COMMUNITY FACILITY FUNDING STRATEGY

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<b>Department:</b>	Governance and IM	<b>File Number:</b>	F01/A05/000001

### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

## Appendix

### Growing Regions Fund Guidelines (Appendix 9.9A)

### Purpose

To propose a funding strategy for the Community Facility project within the City Oval and Sawyer Park Redevelopment Stage 1.

### Summary

The City Oval Sawyer Park redevelopment Concept Plan was adopted 21 November 2021. Since then three Stage 1 projects have been developed to 'shovel ready' stage for funding:

1. Redevelopment of Netball facilities
2. Event Stage
3. Community facility

Project 1 - fully funded and has commenced to tender and construction phase

Project 2 - fully funded, with site clearing works having commenced. The final tender for this process is being awarded at the June 2023 Council meeting.

Project 3 - Detailed designs for the Community Facility have now been completed and the revised QS report as at April 2023 is \$8,945,360. This is a significant increase from the original QS budget dated February 2022 of \$6.8million. This increase is in line with conditions in the Victorian building industry, and in particular the increase in pricing of structural steel. The **total budget for Project 3 of \$9,611,110** also includes the additional cost of demolition of existing facilities, construction of two ticket boxes, a food kiosk and completion of landscaping at the north-west entry to City Oval. The completion of these works will ensure a regional standard events and sporting facility for Horsham and the wider Wimmera Mallee region.

This report details the funding strategy for Project 3, the final component of the redevelopment of City Oval and Sawyer Park precinct Stage 1.

### Recommendation

That Council:

1. Submit an application to the Commonwealth Government's Growing Regions Fund Round 1 to complete the Community Facility project – Total Budget \$9,611,110, **Grant request of \$4,805,000** (noting maximum of 50%).
2. Allocate Council expenditure of \$4,806,110 funded through borrowings and inclusion in the CAPEX budget over two financial years: 2023-2024 and 2024-2025.
3. Submit an application to SRV if a timely funding opportunity arises before the end of the year, noting that State funding programs under SRV are yet to be announced following the May State budget and the maximum grant opportunity is likely to be \$800,000 which could offset some of Council's co-contribution.

## REPORT

### Background

The City Oval Sawyer Park Redevelopment Concept Plan was finalised by the Community Reference Group and adopted by Council in November 2021. Following this, Council at its meeting on 24 January 2022 agreed to submit funding applications to undertake the three components of Stage 1 of the City Oval Sawyer Park Redevelopment.

#### 1 – Redevelopment of Netball facilities

Total Project Cost \$3,000,000

Funded by:

SRV Grant \$ 800,000

Local Roads & Community Infrastructure (LRCI Phase 3) Grant allocation \$1,856,792

HRCC Capital works budget \$ 343,208

Outcome – Successful grant application to Sport and Recreation Victoria (SRV) of \$800,000

#### 2. Event stage and supporting infrastructure

Total Project Cost \$3,000,000

Funded by:

Regional Tourism Victoria Grant \$2,000,000

Local Roads & Community Infrastructure (LRCI Phase 3) Grant allocation \$1,000,000

Outcome – Successful grant application to Regional Tourism Victoria of \$2,000,000

#### 3. Community Facility and change rooms (Community Facility)

Outcome – Application lodged but funding program was cancelled following the 2022 elections and the change to the Albanese Labor Government

The Council Report of 24 January 2022 meeting also noted that:

*If all applications are successful, the Council co-contribution to Stage 1 is reduced to **\$3.6 Million** and*

*Council's co-contribution will be funded through borrowings and inclusion in the CAPEX budget over two financial years: 2022-2023 and 2023-2024*

Following the outcome of the applications for 1 & 2 above, the first two projects have progressed to detailed design and tender stage, with budgets as follows:

Table 1

Project	Total Cost	C'wealth Funding	State Funding	Council Funding
1. Redevelopment of Netball Facilities	3,000,000	1,856,792	800,000	343,208
2. Event stage and supporting infrastructure	3,008,218	1,000,000	2,000,000	8,218
Total	6,008,218	2,856,792	2,800,000	351,426

Council is funding 5.8% of the total cost of the first two projects at City Oval

The first round of the Commonwealth Government's Growing Regions Fund has been announced, with expressions of interest to be submitted by 1 August 2023. Program Guidelines are contained in **Appendix 9.9A**. This is a competitive program that will allocate grants of between \$500,000 and \$15million, and require a minimum \$1:\$1 funding contribution from the applicant. To make an application through this fund, Council must provide matching contribution of at least 50% of the total project budget for Project 3.

Note: the Draft 2023-2024 Council Budget includes Capex Expenditure of \$1,050,000 allocated to the City Oval Community Facility

### Discussion

Having successfully funded the first two elements of the City Oval Sawyer Park Redevelopment Phase 1 through almost entirely State and Commonwealth government funding, Council is now required to approve a funding strategy for the remaining project – the Community Facility.

The funding strategy to complete Project 3 (Community facility, change rooms, the additional cost of demolition of existing facilities, construction of two ticket boxes, a food kiosk and completion of landscaping at the north-west entry to City Oval) is based on maximising Commonwealth and State funding opportunities.

The Growing Regions application will request funding of \$4.805million

The Council contribution of \$4,806,110.00 is proposed to be funded through Council's CAPEX budget over the following years:

Table 2

City Oval Community Facility	Grants	Council Funds	Loans	TOTAL
Yr 1 2023/2024	0	1,050,000*	0	1,050,000
Yr 2 2024/2025	4,805,000		3,756,110**	8,561,000
<b>TOTAL</b>	<b>4,805,000</b>	<b>1,050,000</b>	<b>3,756,110</b>	<b>\$9,611,110</b>

\* The 2023-2024 total CAPEX budget (DRAFT) for Buildings of \$7.8million has been boosted by a grant of \$1,428,396 from the Commonwealth Government's Local Roads and Community Infrastructure Fund (LRCI) Phase 4. This funding has been allocated to capital works projects including: micro surfacing of urban roads; rural roads final seals; and renewal of footpaths and at the same time frees up internal Council funds of \$1,050,000 that have been allocated to the Community facility project

\*\* Loans/Reserves – external borrowing or internal borrowing (Council Reserves)

The Council Report of 24 January 2022, approved maximum borrowings of \$3.6million to complete all of Stage 1 of the City Oval Sawyer Park redevelopment. Total planned borrowings in Table 2 above of \$3.756million, just slightly above the original maximum.

Council has a number of Capital Reserves that are used for internal borrowings. A decision on whether to use internal or external borrowings for the City Oval project will be made in accordance with Council's cash flow requirements throughout 2024-2025

**Updated Funding strategy for City Oval and Sawyer Park Redevelopment Stage 1 – Total Project Cost \$15.619million**

The following table summarises the overall cost and funding sources required to complete all three elements of City Oval and Sawyer Park Redevelopment Stage 1

*Table 3*

Stage 1 Components	Total Cost	C 'Wealth	State	Council	Loans
1. Netball Facilities – <b>fully funded</b>	3,000,000	1,856,792	800,000	343,208	0
2. Events Stage – <b>fully funded</b>	3,008,218	1,000,000	2,000,000	8,218	0
3. Community Facility - <b>application</b>	9,611,110	4,805,000	0	1,050,000	3,756,110
<b>TOTAL</b>	<b>15,619,328</b>	<b>7,661,792</b>	<b>2,800,000</b>	<b>1,401,426</b>	<b>3,756,110</b>

Under this strategy Stage 1 will be completed with the following funding ratios:

- Commonwealth 49%
- State 18%
- Council/Loans 33%

**The key factor in this funding strategy is to successfully apply to the Growing Regions Fund to secure co-funding of \$4.805million. The first round of this new grant funding program will be highly competitive.**

### **Options to Consider**

No other options available to consider at this point in time

### **Sustainability Implications**

This project will provide built-for-purpose sporting and community facilities that will contain modern sustainable design features as appropriate.

### **Community Engagement**

Development of the City Oval and Sawyer Park Concept Plan involved an extensive community engagement process from November 2020 to September 2021 and involved collaboration with a Community Reference Group. This included current user groups and general community representatives. Engagement included one-on-one meetings with user groups, face-to-face community engagement and a six week public consultation period. The final Concept Plan was endorsed by the Community Reference Group before adoption by Council.

Ongoing engagement with Sport and Recreation Victoria, all user groups and relevant State Sporting Associations have guided the completion of the final facility design with tender documents.

### **Innovation and Continuous Improvement**

The redevelopment of the City Oval and Sawyer Park precinct includes many innovative concepts, including an accessible grandstand, tiered seating around the oval and the development of an outdoor entertainment stage at the oval to provide for major outdoor events.

### **Collaboration**

Council staff have worked closely with the Community Reference Group, Technical Reference Group and key sporting associations in the development of the Concept Plan

### **Financial Implications**

This report contains a significant financial implications for Council.

The matching funding required from Council for the project is \$4,806,110.00. Of this, \$1,050,000 has already been allocated in the draft 2023-2024 budget. This allocation was achievable whilst still maintaining Council normal Capital Works Program through the additional funding provided by the Commonwealth Government's LRCI Phase 4. This leaves a funding gap for Project 3 of \$3,756,110.

If the Growing Regions Fund application is successful, the project will proceed and this commits Council to an increase in borrowings (external and/or internal) of \$3,756,110 in 2024-2025. This amount is within the \$3.6million range of initial maximum borrowings in January 2022.

If the Growing Regions Fund application is not successful, Council will not proceed with the project at this point in time, and will continue to seek future funding opportunities.

### **Regional, State and National Plans and Policies**

Sport and Recreation Victoria and relevant State Sporting Associations have been involved with the development of both the Concept Plan and detailed design of the new facility

### **Council Plans, Strategies and Policies**

The redevelopment of City Oval and Sawyer Park is the second stage of the 2020 City to River Master Plan and is included in other key documentation of Council including the current Council Plan:

- Theme 1 – HRCC will develop the municipality as a diverse, inclusive and vibrant community
- Theme 2 – Liveability – HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds.
- Theme 3 – Sustainability – HRCC will actively lead in sustainable growth and development of the community and the economy
- Theme 4 – Accessibility – HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces

### **Risk Implications**

The key risk in this process is whether or not Council's application to the Growing Regions Fund is successful. This is fully mitigated by the fact that the project will not proceed until external grant funding is received.

### **Conclusion**

City Oval is recognised as the premier oval in the region, but one that is ageing with sub-standard facilities. The Community Facility project is the 'final piece of the funding puzzle' for Stage 1 of the City Oval Sawyer Park Redevelopment Concept Plan. Funding of this component will address the key concerns around current conditions i.e. community facilities and change rooms that do not reflect current AFL guidelines or accessibility standards.

## **REPORTS FOR INFORMATION**

### **9.10 INVESTMENT ATTRACTION AND GROWTH DEPARTMENT REPORT**

<b>Author's Name:</b>	Fiona Gormann	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Manager Investment Attraction and Growth	<b>Directorate:</b>	Communities and Place
<b>Department:</b>	Communities and Place	<b>File Number:</b>	F15/A06/000001

#### **Officer Conflict of Interest**

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

#### **Status**

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

#### **Appendix**

SpendMapp Report April 2023 (**Appendix 9.10A**)

#### **Purpose**

To receive and note the Investment Attraction and Growth Department Report for April 2023.

#### **Summary**

The Investment Attraction and Growth Department Report provides the progress and outcomes achieved through the delivery of the investment attraction strategy and implementation plan during the reporting period.

#### **Recommendation**

That Council receive and note the Investment Attraction and Growth Department Report for April 2023.

## REPORT

### Background

An Investment Attraction and Growth Department Report is tabled monthly at the Ordinary Meeting of Council.

### Discussion

The work undertaken across Investment Attraction and Growth Department includes Strategic Planning, Statutory Planning, Building Services, Business Development and Tourism.

The Investment Attraction Strategy and Implementation Plan progress and key achievements for the month of February are articulated in the information and tables, as follow.

Actions are measured by goals and set timelines. The timelines are indicated by years which relate to financial years.

Year 1 - 2022-2023

Year 2 - 2023-2024

Year 3 - 2024-2025

Year 4 - 2024-2025

Year 5+ 2025+

The teams will focus on delivering actions with in the current financial year whilst carrying out the necessary planning to ensure targets are meet in sequential years.

### INVESTMENT ATTRACTION

Council Priorities	Action	Goal Measured by	Progress
2.10 (ongoing)	Undertake regular meetings between the Wimmera Development Association and Investment Attraction Department to inform and discuss economic development opportunities	10 forums held per year	Meeting held in April between WDA and HRCC Investment & Business Development Team  9/10 meetings held at 14/4/23
(2 years)	Prepare and implement the recommendations from the Aerodrome Masterplan	Aerodrome Masterplan development	A community and industry survey was conducted during April. Summary findings will be available in May. An industry focus group meeting is scheduled for May with key stakeholders.
5+years	Investigate with stakeholders on the potential for Burnt Creek to become a green industrial area through vegetation offsets and carbon sequestration	Investigation outcomes reported to Council	Consultant appointed to undertake a 10yr Off-set Reserve Management Plan.
3.5.1 (2 years)	Prepare submission of the EES for the Avonbank mining project to ensure that the licence reflects world best practice	Statutory Planning to prepare submission for consideration by council	Avonbank Mineral Sands Project EES on Exhibition and will close 26 May 2023. Council preparing a submission for the Inquiry and Advisory Committee

**BUSINESS DEVELOPMENT AND TOURISM**

<b>Council Priorities</b>	<b>Action</b>	<b>Goal Measured By</b>	<b>Progress</b>
2.7.1 (ongoing)	Identify and seek out commercial opportunities to activate the riverfront	Commercial opportunities reported on in the Investment Attraction and Growth monthly Council Report	An event was held at the pop up riverfront café site on Sunday April 2. An overwhelming amount of people attended and great feedback received from both community, mobile traders and musicians.
3.1.3 (2 years)	Develop and implement the Natimuk Social and Economic Plan	Plan Developed & Progress report to Council	Advertising for the Natimuk Advisory Committee will commence in May.
3.2.1 (ongoing)	Work with local business leaders throughout the municipality to develop business confidence and growth	2 business forums held annually	The first CAD CRG meeting was held on 5 April. These meetings will now be held monthly. The group elected a chair and their first task is to elect the priority project for the next year
(ongoing)	Host seasonal workshop sessions with Grampians Tourism and Wimmera Mallee Tourism to organise and update our businesses and tourism operators about relevant information for the region	2 industry workshops have been hosted	A third Grampians Tourism (GT) Sustainable Tourism Industry Forum was recently held on 20 April at Mt William Station in Willaura. Two other forums were held: First – 20 October held in the Horsham Region at Barangaroo Wines Second – 16 February held at Dunkeld All three industry forum had representative from council business team. (target achieved)
(ongoing)	Ensure constant communication through e-mails and business newsletters with tourism operators and local businesses regarding what is happening in the region	A minimum of 10 business newsletters distributed annually 4 business forums are held annually	1 business newsletter was sent in April The newsletter received 347 opens and 34 clicks.
3.3.1 (yearly)	Update and audit the Council Website Business Page	The annual audit identified no outdated information	Updates to the Wimmera Business Centre webpage are underway to include a meeting room booking link and enquiry form.
<b>Council Priorities</b>	<b>Action</b>	<b>Goal Measured By</b>	<b>Progress</b>
3.4.2 (ongoing)	Work with local business to activate the Horsham city centre	Investment Attraction and Growth monthly Council Report	The CAD CRG held their first meeting in April. They will be involved in the implementation of the CAD Revitalisation Plan.
(ongoing)	Attract businesses to lease vacant shops in the Horsham city centre through the Wimmera Business Centre	Vacant shops reduced from 24 shops to 20 in the first year and maintained at or below 18 shops for the succeeding years	See table below
Monthly	Develop a dynamic and up-to-date business database system to ensure information is correct, up-to-date and cross references the most recent ABR data	Data base developed and used	Remplan ABR data has been updated to reflect the current Census data. We now have access to the most up to date business data.

## GRAMPIANS TOURISM – April 2023



### Grampians Tourism Business and Industry Forum:

Grampians Tourism Industry Forum was held on Thursday 20 April at the Mt William Station Willaura in the Eastern Grampians

This being the third Industry Forum delivered by Grampians Tourism. Providing the latest international, events and marketing updates.

HRCC representatives Gloria McRae Business Development & Tourism Officer and Michelle Rethus Creative Services & Events Lead attended the session along with other regional representatives from across all four councils of the Grampians.

### Guest speakers were:

**Kristy Malapa**, Industry Relations Manager at Tourism Australia.

Tourism Australia is the Australian Government agency responsible for attracting international visitors to Australia, both for leisure and business events.

### **Nigel Preston**, Director at Single Track Events

Delivering the first Grampians Peaks Trail Run 100 Miler 23 to 26 November 2023.

Single Track Events produce and promote trail running events delivering participants experience. This being the newest world class trail run that will be situated in the Grampians National Park. Participants will run on the track of the Grampians Peaks Trial from the Mt Zero to Dunkeld. This event will attract national and international competitors to our wider region.

### **Will Abbott** Managing Director at Mount William Station

The homestead a heritage property, set at the foothills of the Grampians National Park. Mount William Station, has been fully renovated to its full glory. The 7,500-acre estate has been a place of sanctuary for generations, now providing high end accommodation. It's sure is a place to pause and simply enjoy. Amazingly beautiful.

### **Robert Crack**, Head of Marketing & Partnerships at Grampians Tourism

Presented an overview concept of the GT marketing program and concepts.

### **Dr Tim Harrison**, CEO at Ararat Rural City Council –

Welcomed representative to the forum.

### **One Hour Out Marketing Opportunity - Undertaken by HRCC Business Team**

Council's Business Team engaged with One Hour Out to deliver a marketing campaign showcasing the Wartook Valley and Dadswells Bridge operators.

OHO is a website and social media platform profiling all the best outdoors and cultural experiences. Starting One Hour Out from Melbourne with options for two and three hours out into regional destinations. The online publication dedicated to telling the stories of regional people and places. The target audience for followers of One Hour Out are 25 to 40 year olds trend setters who may live in inner Melbourne and the like.

The project aim is to create a better understanding of the regional offerings in particular the Wartook Valley and Dadswells Bridge areas. By improving connections between those who live and work in the city to the regional centres.



As part of the project OHO had undertaken a photo shoot of businesses including a range of other regional attractions along with a feature article in order to ensure our region has a presence on the OHO social media outlet from the very start.

The businesses selected by HRCC Business Team will receive follow up social media promotions and their profiles remain on the website ongoing.

*Wartook Valley engaged the following businesses:*

Kailash Ashram Yoga, Rosehaven Farm, Mt Stapylton Wines, Meringa Spring, Old Rosemont Quits, Grampians Olive Co, Happy Wander Holiday Resort.

*Dadswells Bridge engaged the following businesses:*

Grampians Edge Caravan Park, Dadswells Bridge Precinct (Giant Koala, Indian Restaurant, Deutscher's Turkey Farm), Old Dadswells Town and attraction Mt William Creek Nature Trail.

Many thanks goes to our wondering regional operators who were willing to take part in the campaign. Attached image is from Kailash Ashram Yoga owner David Wegman, featuring talent Olivia Morris, Liv Cullen and Jay Dillon OHO photographer.

### **National Small Business Summit**

Annie Mintern and Olivia Morris attended the National Small Business Summit in Melbourne during April. Speakers at the event included Peter Dutton, Leader of the Opposition; Julie Collins, Minister for Small Business; Natalie Suleyman, Minister for Small Business and more.

The conference addressed topics such as global trends and impacts in small business, regional resilience, the industrial relations reform and the impact on small business.

Whilst in Melbourne they also attended a VTIC (Victorian Tourism Industry Council) networking event which was held at URBNSURF/Three Blue Ducks and was a spotlight on one of their members.



### Occupied Businesses:

Street and Number of Businesses	March FY 22/23 Businesses Occupied	April FY 22/23 Businesses Occupied	April FY 22/23 Businesses Vacant	April FY 22/23 Percentage Businesses Occupied
<b>Darlot St – 43</b> car wash and businesses operating from a house included	40	38	5	88%
<b>Firebrace St - 99</b>	90	93	6	94%
<b>Hamilton St - 17</b>	16	17	0	100%
<b>Wilson St – 34</b>	28	28	6	82%
<b>Pynsent St – 28</b> Cinema included	24	23	5	82%
<b>Roberts Ave – 27</b> Coles included	26	26	1	96%
<b>McLachlan St – 24</b> CFA & GWM included	21	22	2	91%
<b>Total 272</b> Post February 2022 there were 262 shops identified in the study area	<b>245/272</b>	<b>247/272</b>	<b>247/272</b>	<b>90%</b>

(Businesses are determined by whether they are 1. A premises, 2. Have customers 3. Exchange money; i.e Centre Link and the Cinema are included, and the Public Library is excluded). There are four known shops that are not suitable for occupancy as they require major renovations or are being used as a secondary business not requiring a retail front. These shops are reflected in the vacant shop numbers and unfortunately reduce the percentage of occupied businesses.

### Business Visitations for the Month of April 2023

Month Visitation	Retail Services	Hospitality & Accommodation	Event notifications and contacts	Over all contacts for the month
February	13	8	15	36
March	35	6	12	53
April	20	13	10	43
<b>Total</b>	<b>68</b>	<b>27</b>	<b>37</b>	<b>132</b>

## SpendMapp

SpendMapp Report for April 2023 (**Appendix 9.10A**)

## STATUTORY PLANNING AND STRATEGIC PLANNING

### Strategic Planning

Council Priorities	Action	Goal Measured By	Progress
1.3.5 & 1.3.6 (1 year)	Develop and implement the Horsham North Local Area Plan	<ul style="list-style-type: none"><li>Horsham North Local Area Plan adopted by Council</li></ul>	Horsham North Local Area Plan and the <i>Engagement Summary Report</i> have been finalised.
(4 years)	Prepare a Conservation Management Plan for the Horsham Cinema	Management plan endorsed by Council	A consultant has been appointed to prepare the Conservation Management Plan. First stage of work to occur mid- June
2.10.2 (2 to 3 years)	Develop and implement a Housing Affordability and Diversity Strategy	Strategy developed and implemented through a planning scheme amendment	Currently out for tender until mid-June.
2.10.3 (2 years)	Prepare and implement the Horsham South Structure Plan (Stage 2)	Plan adopted by Council	Feedback from the PCG is being prepared for the consultant to finalise the Plan.

### Flood Amendment Consultation

The Strategic Planning team together with Wimmera CMA, Water Technology consultant and Council's Planning consultant met with submitters to the Flood Amendment over two days in March, to discuss a range of concerns raised in submissions lodged to the Amendment.

With an information session held on the evening of Tuesday, 21 March and individual meetings with submitters held on Wednesday, 22 March.

Following these meetings, some on-site inspections were undertaken with the Strategic Planning team, Wimmera CMA and Water Technology consultant and eight submitters, to enable modelling to be reviewed and alleviate some concerns.

Council's Strategic Planning team are currently working on providing written responses to submitters in an attempt to resolve submissions.

Any submissions that remain unresolved will be referred to Planning Panels Victoria. Where an independent panel will be appointed to consider and advise on all unresolved submissions to the Amendment.

### Statutory Planning

#### Planning Applications Determined

Below are the number of Planning Permits issued for the month of April 2023 and a comparison with the same period last year.

	APRIL 2023		APRIL 2022	
Type	No.	*Value \$	No.	*Value \$
Miscellaneous Domestic	1	250,000	5	3,313,589
Industrial/Commercial	3	6,197,200	2	295,000
Subdivisions	-	-	6(28))	
Other	-	-	-	-
<b>Total</b>	<b>4</b>	<b>6,447,200</b>	<b>13</b>	<b>3,608,589</b>

(\*Please note: Not all applications have a \$ figure)

Total number of planning permits issued in the Horsham Rural City Council area from 1 July 2022 to 30 April 2023 is 113 compared to 116 in the same period in 2021-2022.

Planning permits issued for subdivision have permitted 290 new lots from 1 July 2022 to 30 April 2023 compared to 135 in the same period in 2021-2022.

### Building Services

Below are the number of building permits issued for the month of **April 2023** and a comparison with the same period last year.

### Permits issued by Horsham Rural City Council for this Municipality

	2023		2022	
Type	No.	Value \$	No.	Value \$
Dwellings	-	-	-	-
Alterations to Dwellings	-	-	-	-
Dwelling resittings	-	-	-	-
Misc Domestic (Carports, Garages etc)	1	42,000	-	-
Removal/Demolish	-	-	1	21,307
Industrial/Commercial	1	55,698	1	90,860
Signs	-	-	-	-
<b>Total</b>	<b>2</b>	<b>97,698</b>	<b>2</b>	<b>112,167</b>

### Permits issued by other Private Building Surveyors for this Municipality or by Government Departments:

	2023		2022	
Type	No.	Value \$	No.	Value \$
Dwellings	7 (10)*	4,400,834	6	2,749,105
Alterations to Dwellings	3	86,780	3	104,155
Dwelling resittings	-	-	-	-
Misc Domestic (Carports, Garages etc)	4	149,548	9	431,642
Removal/Demolish	1	7,000	2	151,700
Industrial/Commercial	1	113,520	2	708,337
Signs	-	-	-	-
<b>_Sub Total</b>	<b>16</b>	<b>4,757,682</b>	<b>22</b>	<b>4,144,939</b>

\*7 permits issued for 10 dwellings'

A total of 34 Building Permits have been issued by the Horsham Rural City Council at a total value of \$2,826,688 from 1 July 2022 to 30 April 2023 compared to 68 Building Permits at a total value of \$5,148,722 in 2021-2022.

Private Building Surveyors have issued 197 Building Permits at a total value of \$44,663,536 from 1 July 2022 to 30 April 2023 compared to 252 at a total value of \$65,976,307 in 2021-2022.

**Options to Consider**

Not applicable – no decision required

**Sustainability Implications**

Report provides overview of the development and business activity across the region with no direct sustainability implications.

**Community Engagement**

Report has been prepared in consultation with range of agencies and will be made publicly available to Wimmera Development Association, West Vic Business, and Grampians Tourism and on Council's website.

**Innovation and Continuous Improvement**

Report provides overview of activity and assists with continuous improvement.

**Collaboration**

Report has been prepared in collaboration with Council officers across Planning, Building and Business Development and Tourism Support.

**Financial Implications**

Nil

**Regional, State and National Plans and Policies**

Not applicable – no direct relationship or requirements

**Council Plans, Strategies and Policies**

2021-2025 Council Plan: Theme Three - Sustainability - Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy.

Strategy 2: A sustainable economy where local business, agriculture, tourism and other diverse industries thrive.

**Risk Implications**

Not applicable – no decision required

**Conclusion**

The monthly Investment Attraction and Growth Department report provides the opportunity to give Council and the community an insight into the projects being undertaken to grow our municipality and Horsham as a regional city.

## 9.11 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

<b>Author's Name:</b>	Sunil Bhalla	<b>Director:</b>	Not applicable
<b>Author's Title:</b>	Chief Executive Officer	<b>Directorate:</b>	Not applicable
<b>Department:</b>	Chief Executive Office	<b>File Number:</b>	F06/A01/000001

### Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

**Reason:** Nil

### Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

**Reason:** Nil

### Appendix

Nil

### Purpose

To present the Chief Executive Officer's Operational Report for June 2023.

### Summary

The Chief Executive Officer's Operational Report highlights issues and outcomes affecting the organisation's performance and matters which may not be subject of Council reports or briefings.

### Recommendation

That Council receive and note the Chief Executive Officer's Operational Report for June 2023.

## REPORT

### Background

At the 24 June 2019 Ordinary Meeting of Council, it was resolved that the Chief Executive Officer provide an operational report to Council.

### Discussion

Key items of interest for the report period are summarised below.

#### ***A. Advocacy/Funding Announcements***

**Joint State-Local Government CEO Forum:** CEOs, Municipal Association of Victoria and Local Government Victoria attended the forum held on 7 June 2023. Discussions were held on emergency animal disease preparedness priorities and a LGV update.

**Quarterly Wimmera Regional CEO Meeting:** The CEOs from Horsham, Yarriambiack, West Wimmera, Buloke and Northern Grampians met on Thursday 8 June 2023. Key topics of the discussion included an operational plan for Wimmera Southern Mallee Development, Recognition and Settlement Agreement and Filipino Forum.

**Wimmera Southern Mallee Development:** The CEO attended a Wimmera Southern Mallee Development Strategic Plan launch on 30 May 2023.

**Jacinta Ermacora, State Member for Western Victoria:** The Mayor and CEO met with Jacinta Ermacora on 6 June 2023. Key items of discussion included Council's infrastructure priorities, progress on the Gender Equality Action Plan and Traditional Owner relationships.

**Environment Protection Authority (EPA):** The CEO attended a HRCC and EPA meeting on 19 June 2023. Discussions included seasonal issues (stubble burns, wood fired smoke), agricultural plastics, major projects and matters of common interest.

#### **Funding Opportunities:**

Nil

#### ***B. Community Engagement***

**Rotary Club of Horsham East:** The CEO attended the meeting of Rotary Club of Horsham East on 31 May 2023 and provided an update on Council's vision, key projects and initiatives.

#### ***C. Projects and Events***

**Citizenship Ceremony:** Council welcomed 10 new citizens at a Citizenship Ceremony on Wednesday 31 May 2023. Countries of origin included India, Philippines, Pakistan and United Kingdom.

**Quantong Recreation Reserve:** The Mayor, Deputy Mayor, Councillors Power and Haenel, Directors and the CEO attended the official opening of the Quantong Recreation Reserve Irrigation Project on Tuesday 6 June by Jacinta Ermacora, State Member for Western Victoria.

**Regional Cities Victoria (RCV) Commonwealth Games Legacy Document:** The CEO attended the launch of the RCV Commonwealth Games legacy Document at Dudley Cornell Oval on 7 June 2023.

**National General Assembly (NGA):** The Mayor, Deputy Mayor, Councillor Power and the CEO attended the NGA conference in Canberra from 13 to 15 June 2023.

**Hamilton Street Bridge:** The Hamilton Street pedestrian bridge connecting the east and west banks of the Wimmera River has been completed and was open for public use on Friday 16 June. The bridge joins the walking track connecting the Waterlink Estate on the eastern side of the river and Hamilton Street on the western side. An additional connecting ramp is still to be constructed along Menadue Street.

**Mainstreet Australia Awards:** HRCC and WestVic Business submitted three applications to the Mainstreet Australia Awards for the following:

1. Best Main Street Place Activation Event or Initiatives - working with Traders Associations, Traders and Community Groups – based on the Christmas Extravaganza Events and Roaming Advent Calendar under 100K
2. Best Main Street Place Activation Event or Initiatives - working with Traders Associations, Traders and Community Groups – based on the Spring into Horsham Festival over 100K
3. Best Traditional/Digital Marketing – Non Government Organisation.

Mainstreet Australia in recognition of our submissions included HRCC in the Best Regional Main Street Town Centre for our recent 'Events' in our CBD and 'HRCC and WestVic Business partnership'. The awards were announced Friday 19 May and even though Horsham didn't win, it was great recognition for Horsham to be a finalist and a privilege for HRCC to attend the awards.

**Young Mayors:** The CEO attended the election and formal announcement of the seven elected youth Councillors on Thursday 22 June.

#### **Financial Implications**

Not applicable

#### **Links To Council Plans, Strategies, Policies**

2021-2025 Council Plan

Theme 5 - Leadership

#### **Consultation/Communication**

Not applicable

#### **Risk Implications**

Not applicable

#### **Environmental Implications**

Not applicable

#### **Human Rights Implications**

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

#### **Conclusion**

That Council receive and note the Chief Executive Officer's Operational Report for June 2023.

## 10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Robyn Gulline, Mayor

Committee Representation	
30/05/23	Wimmera Southern Mallee Development Board Meeting
08/06/23	Regional Cities Victoria (RCV) meeting (virtual)
08/06/23	Audit and Risk Committee meeting
13/06/23	Australian Local Government Association (ALGA) Regional Forum in Canberra
14-15/06/23	Australian Local Government Association (ALGA) National General Assembly (NGA) in Canberra
16/06/23	Australian Council of Local Government (ACLG) in Canberra
Other Council Activities	
25/05/23	Cancer Biggest Morning Tea at Horsham Neighbourhood House
26/05/23	National Reconciliation Week launch and Morning Tea at Horsham Town Hall
27/05/23	Wimmera Filipino Australian Club AGM and Concert
29/05/23	RSL Cent Auction
30/05/23	Wimmera Southern Mallee Development Strategy Launch
30/05/23	3 Art is... exhibition openings
31/05/23	With CEO met with Grampians Health CEO and Chair
31/05/23	Welcomed 11 new Australians at Citizenship Ceremony
04/06/23	Art is... Concert
06/06/23	Official Opening of Quantong Reserve upgrades by Jacinta Ermacora MLA
06/06/23	With CEO met with Jacinta Ermacora MLA to discuss HRCC priorities
07/06/23	Launch of RCV Commonwealth Games Legacy Document "The Winning Formula for Regional Victoria"
07/06/23	ABC Drive Time radio interview
13/06/23	Dinner with Dr Anne Webster MP at Parliament House
15/06/23	Australian Council of Local Government (ACLG) Gala Dinner at Parliament House

Cr David Bowe

Committee Representation	
Date	Description
07/06/2023	CEO Employment and Remuneration Committee meeting- via Microsoft Teams
16/06/2023	Wimmera Regional Library Corporation Board Meeting – Horsham Library
Other Council Activities	
24/05/2023	Municipal Association of Victoria (MAV) Members Briefing - 2023 Federal and State Budgets– via Zoom
26/05/2023	National Reconciliation Week Morning Tea- Horsham Town Hall
30/05/2023	Horsham Rural City Band's last rehearsal at the HRC Band Hall, O'Callaghan Parade
31/05/2023	Citizenship Ceremony- Council Reception
08/06/2023	Municipal Association of Victoria (MAV) Councillor seminar - Managing Freight and heavy vehicle access– via Zoom
13/06/2023	Horsham Rural City Band Street March to their new home at Jubilee Hall, Roberts Avenue
19/06/2023	Council Briefing Meeting– via Zoom
22/06/2023	Refugee Week - Horsham Neighbourhood House
22/06/2023	Young Mayors Horsham – Election Announcement- Horsham Angling Club, Dixon Drive Horsham

Cr Penny Flynn – June 2023

Committee Representation	
Date	Description
26/05/23	Wimmera Southern Mallee Regional Transport Group - Online
Other Council Activities	
Date	Description
26/05/23	National Reconciliation Week – Horsham Town Hall
27/05/23	The Seussical Community Exhibition Opening – Horsham Regional Art Gallery
30/05/23	Art is...Festival – Art is on Fire on Firebrace – Numbers 81, 67 & 8 Firebrace St
31/05/23	Citizenship Ceremony – Council Chamber
04/06/23	Art Is... Festival – Art is Classical – Horsham Town Hall
04/06/23	Art Is... Festival – Opening Community Gallery Exhibition – Horsham Town Hall
06/06/23	Official Opening of Quantong Oval Upgrade Project – Quantong Rec Reserve
13/06/23	Australian Local Government Association – Regional Forum – Canberra
13/06/23	Dinner with Dr Anne Webster Member for Mallee - Member's Dining Room Parliament House Canberra
14 – 15/6/23	Australian Local Government Association 2023 National General Assembly – Canberra
15/06/23	Australian Council of Local Government – Gala Dinner – Parliament House Canberra
16/06/23	2023 Australian Council of Local Government - Canberra
20/06/23	Western Victorian Careers Expo - Wimmera Events Centre Longerenong

22/06/23	Refugee Week Lunch – Horsham Neighbourhood House
22/06/23	Young Mayors - Horsham Youth Council Community Announcement – Angling Club
23/06/23	MAV Meeting Procedures Workshop – Melbourne

**Cr Claudia Haenel**

<b>Committee Representation</b>	
Date	Description
07/06/23	CEO Employment and Remuneration Committee meeting
<b>Other Council Activities</b>	
17 – 21/05/23	<p>ALGWA Vic National Conference – Cape Schanck, Mornington Peninsula  Many inspiring speakers including:</p> <ul style="list-style-type: none"> <li>- Tasneem Chopra OAM</li> <li>- The Honourable Kirsty McBain MP Minister for Regional Development Local Government and Territories</li> <li>- Cr.Kylie Spears President ALGWA Vic &amp; ALGWA Australia</li> <li>- Simon Kuestenmacher The Demographics Group</li> <li>- Catherine Fox AM</li> <li>- Cr.Michelle Kleinert ALGWA Vic Executive Officer</li> <li>- Melanie Jones OAM</li> <li>- Katie Rowe Associate Professor Sport Management Deakin University and Board Director Basketball Victoria</li> <li>- Rosie King OAM Advisor Geelong Cates</li> <li>- Linda Scott ALGA President</li> <li>- Michael Stefanovic AM Chief Municipal Inspector</li> <li>- Ulrike Friedrich Senior Investigator Local Government Inspectorate</li> <li>- Robert Musgrove Gen Manager Corporate and Public Affairs Bendigo Bank</li> <li>- Liana Thompson President Local Government Professionals</li> <li>- The Honourable Melissa Horne Minister for Casino, Gaming and Liquor Regulation, Roads and Road Safety, Ports and Freight &amp; Local Government</li> <li>- Stacey Daniel Founder Board Presence</li> <li>- Margot Foster AM Founder and Director The Boardroom School</li> <li>- Meena Singh Commissioner for Aboriginal Children and Young People</li> <li>- Katherine Koschel Motivational speaker Founder of the Kindness Factory</li> <li>- The Hon Julie Bishop ANU Chancellor, Chair of Prince’s Trust Australia and 38<sup>th</sup> Foreign Minister of Australia</li> <li>- Randal Mathieson and Dawn Loh on Mornington Shire’s Citizen Panel</li> <li>- Cr. Liz Pattison Mayor of Surf Coast Shire</li> <li>- Rebecca McKenzie CEO Glen Eira City Council</li> <li>- Cr. Ashleigh Vandenburg City Of Melton</li> <li>- Licia Heath Women for Election Australia</li> </ul> <p>Along with many networking opportunities and delicious food and produce from the local area, the main focus was to inspire women in local government to be inspired to connect and thrive. The messages delivered included drawing inspiration from the sports sector, women on boards,</p>

	cross-cultural diversity, global trends shaping Australia, gender equity in government, mentoring and leadership, protecting vulnerable communities, thriving in the sector, community engagement, overcoming adversity, an update from the Local Government Inspectorate and the Minister for local government, thanks to sponsors Bendigo Bank and the Mornington Peninsula Shire for hosting us. We had women attend from every state. Also, thanks to the many men from the government sector who joined us in conversation over the 3 days. We look forward to being hosted by the municipality of Baw Baw in 2024.
31/05/23	Citizenship Ceremony Council Chambers
01/06/23	Chat with Cr. Claudia Horsham RSL & pick up briefing papers
05/06/23	<p>DCA Event - National Strategy to Achieve Gender Equality - Hon Katy Gallagher MP via zoom</p> <ul style="list-style-type: none"> <li>- April 2023 Diversity Council Australia's submission on the national strategy to achieve gender equality with recommendations on 7 focus areas</li> <li>- The role of government, business and the community in achieving workplace gender equality</li> <li>- How we deal with attitudes to women</li> <li>- How we make sure it is relevant to women and reach all the demographics</li> <li>- Biggest barriers and challenges for gender equity in Australia; end prevalence of violence toward women.</li> <li>- Underlying challenges in valuing paid/unpaid care.</li> <li>- Address how they are treated and the opportunities for the life they deserve.</li> <li>- Economic equality: how to get the same opportunities and be treated equally to men.</li> </ul>
06/06/23	<p>Current &amp; future challenges &amp; opportunities in Local Government free webinar</p> <ul style="list-style-type: none"> <li>- Amalgamations; do they deliver cost-efficiencies?</li> <li>- Housing and cost of living crisis</li> </ul>
06/06/23	Official Opening of Quantong Oval Upgrade Project
07/06/23	View new Water Nature Playpark
07/06/23	Coffee with Cr. Claudia
07/06/23	<p>National Fuel Efficiency Standard for Australia - Free Webinar</p> <ul style="list-style-type: none"> <li>- How National Fuel Efficiency Standards work</li> <li>- The impact of different scenarios for using Fuel Efficiency standard to achieve a net zero emissions light passenger vehicle transport fleet by 2060.</li> <li>- The impact of different fleet compositions on emissions</li> <li>- How a fast and slow transition impacts overall emissions</li> <li>- Consideration of other policies required to lower transport emissions</li> </ul>
08/06/23	<p>MAV Councillor free seminar - Managing Freight and heavy vehicle access DOT</p> <ul style="list-style-type: none"> <li>- Managing freight and heavy vehicles is an important responsibility for local government</li> <li>- An efficient supply chain is vital for local business and primary producers</li> </ul>

	<ul style="list-style-type: none"> <li>- Councils must ensure that roads, bridges and other infrastructure assets are fit to safely carry the loads of heavy vehicles without causing undue damage</li> <li>- Noise, vibration and air pollution can be important factors for communities, particularly in sensitive settings, times or locations</li> <li>- All of us rely on efficient freight for our daily goods and services</li> <li>- Rate caps are putting an enormous strain on council's ability to serve their communities</li> <li>- This year the rate cap is one-quarter the inflation rate</li> <li>- In road and other construction and maintenance works, we know that costs are going up at the same time as contractors may become harder to engage</li> <li>- Councils manage 87% of the road network and spend around 10% of budget on road maintenance</li> <li>- Freight volumes are increasing and many communities are still dealing with flood recovery</li> <li>- Advocacy on these topics is one of our top priorities</li> </ul>
08/06/23	Chat with Cr. Claudia & Workshop with Cr. Claudia Horsham RSL
15/06/23	Chat with Cr. Claudia Horsham RSL
19/06/23	Council Briefing Meeting
20/06/23	Salvos Horsham – helping at 3one6 Community lunch
21/06/23	Coffee with Cr. Claudia
21/06/23	Cultivate a High-Performing Team free webinar - Cynthia Mahoney
22/06/23	Mosaic Lab Lunch and Learn free webinar: Changing minds
22/06/23	Refugee Week Lunch - Horsham Neighbourhood House
22/06/23	Young Mayors Horsham Election Announcement
22/06/23	Chat with Cr. Claudia Horsham RSL
26/06/23	Council Meeting

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## 11. URGENT BUSINESS

## **12. PETITIONS AND JOINT LETTERS**

## **13. PROCEDURAL BUSINESS**

### **13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS**

- Council Briefing Meetings held on 5 and 19 June 2023 at 5:00pm.

Refer to **Appendix 13.1A**

### **13.2 SEALING OF DOCUMENTS**

Nil

### **13.3 INWARD CORRESPONDENCE**

Nil

### **13.4 COUNCIL COMMITTEE MINUTES**

Nil

#### **Recommendation**

That Council receive and note agenda items:

- 13.1 Informal Meetings of Councillors – Record of Meetings
- 13.2 Sealing of Documents
- 13.3 Inward Correspondence
- 13.4 Council Committee Minutes.

**14. NOTICE OF MOTION**

# Quarterly Performance Report

January – March 2023 (Quarter 3)



## Acknowledgement of Country

*Horsham Rural City Council acknowledges the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.*

*We recognise the important and ongoing place that all Indigenous people hold in our community.*

*We pay our respects to the Elders, past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.*



JIMMY IVATE 2017  
F/M FLAME ROBINS & FLAME GREVILLEA

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# Chief Executive Officer's Overview

## *Horsham Rural City Community Vision 2041:*

*"In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future"*

The third quarter of the financial year proved to be one full of highlights, with March in particular culminating in a number of programs and events.

Council formally introduced our new visual identity this quarter with the new logo and branding reflecting those elements that set Horsham apart from other regions: our geology, agriculture, waterways and soils.

March also saw the rollout of our Better Sorted Waste program. Approximately 16,000 bins were delivered throughout the municipality with one new bin type for the collection of food and organics, and another for the collection of glass. Helpful information booklets and calendars were also provided to assist residents prepare for the changes. Council has delivered ongoing community engagement to assist the community with improving our collective approach to waste management, and we look forward to reporting back to the community on our sustainability outcomes.

This quarter was also a busy time for our community, with three of our municipality's largest annual events going ahead in the region. An influx of visitors injected a boost to our region, with events including the Wimmera Machinery Field Days, Horsham Fishing Competition, and a local motorcycle club's Motocross Amateurs event.

A splash of colour was delivered to Horsham's laneway network with two new works being installed that complement a growing public art gallery for the community and visitors to enjoy.

Wimmera parents welcomed the news that a process for providers to submit an expression of interest to run a new long day care and all-day kindergarten program from the Kalkee Road Children's and Community Hub had commenced. This service is much needed with at least 215 children on the waiting lists of Horsham's four long day care centres.

Further progress was made on the Horsham City Oval upgrade. It is pleasing to see this \$3.2 million project moving ahead, with the community to benefit from two new netball courts as well as a new community pavilion. Council will soon invite tenders for the construction of the pavilion.

The long-awaited Riverfront Meeting Place also opened for use over the Labour Day long weekend, with a DJ and food trucks helping to attract a large crowd. Located where Firebrace Street meets the Wimmera River, this has created a place for our community to connect and enjoy our stunning natural environment.

Our depot crews were busy throughout the quarter with work completed on the resurfacing on the Horsham Aerodrome apron and the resurfacing of Quantong Oval after council successfully applied for \$175,887 in funding from the Victorian Government and AFL. The period also saw the installation of new parking meters which saw most CBD parking bay time limits increased from one to two hours.

During March, Council delivered weekly Japanese Encephalitis Virus vaccination sessions in response to the detection of the Ross River virus and Murray Valley Encephalitis in the municipality in February.

Council also welcomed the final report from Municipal Monitor Jude Holt, which called for action to encourage more community leaders to consider becoming a Councillor. It was recommended that Council invested in a community leadership program to support potential candidates at the 2024 local government election. Work on this will progress in the next financial year.

**Sunil Bhalla**  
**Chief Executive Officer**  
**Horsham Rural City Council**

# Financial Overview

## Executive Summary

### Overall Cash Budget Summary - \$'000

		Actuals 21/22	Adopted Budget 22/23	Forecast 22/23	Forecast YTD 22/23	Actual YTD 22/23	YTD Variance 22/23	Variance %	Notes
Income	General Revenue	-35,383	-36,030	-36,030	-31,287	-31,473	186	0.6%	
	Capital (funded)	-14,135	-13,928	-24,852	-4,991	-7,189	2,198	44.0%	1
	Capital (grant not received)	-2,120	-1,139	-1,763	-	-	-	0.0%	
	Service Delivery	-13,506	-13,580	-14,554	-10,316	-11,169	853	8.3%	
	Initiatives	-1,449	-75	-550	-	-90	90	0.0%	
	Initiatives - Special	-473	-2,846	-2,846	-	-	-	0.0%	
	Reserves	-630	-2,919	-3,448	-	-	-	0.0%	
Income Total		-67,696	-70,517	-84,042	-46,595	-49,921	3,327	7.1%	
Expenditure	General Revenue	83	73	73	43	87	-44	-101.0%	
	Capital (funded)	10,214	18,486	34,195	18,289	13,215	5,074	27.7%	2
	Capital (grant not received)	11,145	2,810	2,936	603	76	527	87.3%	2
	Service Delivery	36,316	40,783	43,299	27,438	26,601	837	3.1%	
	Initiatives	2,029	1,122	3,158	1,427	740	687	48.2%	3
	Initiatives - Special	726	2,846	3,374	2,000	1,235	765	38.3%	
	Reserves	4,131	3,569	3,569	-	679	-679	0.0%	
	Financing	513	913	913	-	0	-0	0.0%	
Expenditure Total		65,158	70,601	91,516	49,800	42,632	7,168	14.4%	
Grand Total		-2,538	85	7,475	3,206	-7,289	10,495	327.4%	

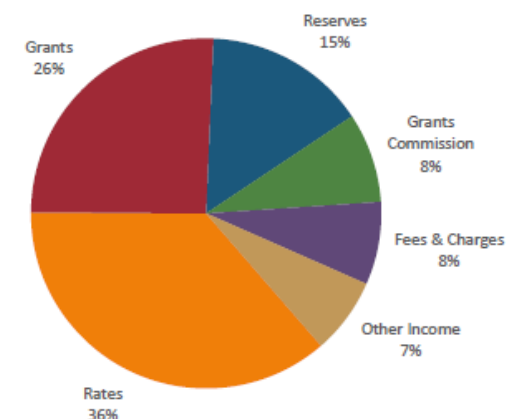
#### Comments:

- Capital (funded) Income - \$2.198 million variance
  - \$0.925 million Wimmera River CAD precinct timing of grant
  - \$0.294 million Waste Stream Collection Points timing of grant
  - \$0.200 million City Oval Events Stage early receipt of grant
  - \$0.114 million Caravan Park timing of grant
  - \$0.114 million Aerodrome Reconstruction timing of grant
  - \$0.623 million R2R timing of grant
- Capital Expenditure - overall under expenditure of \$5.601 million variance
 

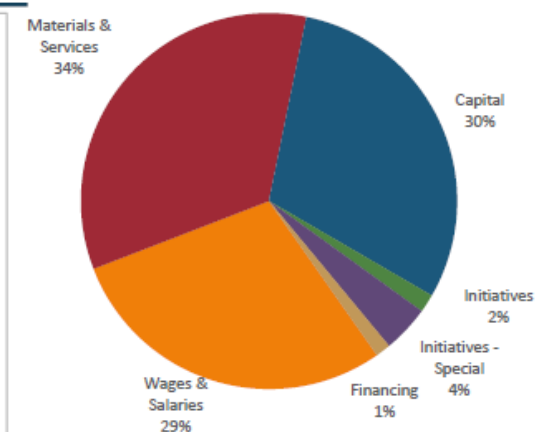
Underspend in the following areas:

  - Buildings; \$1.183 million funded; \$0.413 million grants not received
  - Roads; \$4.699 million funded; \$0.104 million grants not received
  - Plant, Machinery & Equipment; \$1.159 million funded
- Initiatives Expenditure - overall under expenditure of \$0.687 million variance
  - \$0.213 million Depot Fuel remediation
  - \$0.069 million Visitor Services Review of Information and Products
  - \$0.060 million Outdoor Play Space Plan
  - \$0.052 million Street Tree audit

### Revenue Budget 2022/23



### Expenditure Budget 2022/23



# Theme 1 – Community.



*“Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community”*

Complete	In Progress	Not started
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Strategy	Action	%	Quarters 1 & 2 (Jul-Dec 2022) Key notes	%	Quarter 3 (Jan-Mar 2023) Key notes
1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	1.1.1 Implement the recommendations in relation to strategic planning committee(s) from the Committee Structure Review	100	Council endorsed Horsham Rural City Talks Expo in place of a strategic planning committee. Commitment made for an annual expo, with 2022 Expo delivered in Q1.		
	1.1.2 Review and update the HRCC Advocacy Priorities resource document	60	Review completed with documentation on key advocacy projects for the Expo.	70	Internal consultation complete. Renewal of document underway, for release post budget 2023-24.
1.2 Support and empower localised community groups in their goals and plans	1.2.1 Increased reach and diversity of allocation of Annual Community Grants program	100	Grant guidelines for 2022-23 program provided broader funding priorities promoting greater inclusion and diversity. Score weighting adjusted to better support projects genuinely focused on accessibility and inclusion.		
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	90	Grants Guru software platform scheduled to go live. Hosted Grants Workshops arranged post-launch.	100	Grants Guru platform launched. "Grants Guy" community information workshops hosted in Horsham and Natimuk.
	1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational (subject to funding)	45	Grant opportunities identified and applied where relevant. Grant application to Regional Development Victoria unsuccessful. Project costings to be updated. Additional funding opportunities under consideration.	50	Consultant appointed to review philanthropic opportunities available to Wesley Committee to seek additional funds for the proposed upgrades an also accessing Deductable Gift Recipient status.
	1.2.4 Increase activation and promotion of Council owned outdoor venues	40	Promotion of Sawyer Park area with inclusion of artwork on front of Sawyer Park Stage, and new event fencing. Large promoter performance event in Q2.	75	Activation events held along new Riverfront space in Q3 aligned to Wimmera Fishing competition; additional opportunities planned in final quarter.

1.3 Enhance the inclusivity, accessibility and safety of our places and spaces	1.3.1 Report on implementation of all actions identified in the 2019-22 Community Inclusion Plan	70	Report detailing progress on actions in development.	100	Report finalised and presented to Executive.
	1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan	95	Community Inclusion Plan draft prepared following community engagement.	100	New plan adopted.
	1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements) and amend planning scheme	0	Deferred, pending 2023-24 budget considerations		
	1.3.4 Develop a policy for developer's open space contributions & amend the planning scheme	20	Project brief being developed.	25	Advertising for a consultant programmed for May 2023.
	1.3.5 Develop the Horsham North Local Area Plan	90	Local Area Plan revised following consultation with the community.	95	Action Plan in development.
	1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass.	30	Community Engagement for Horsham North Local Area Plan completed. Draft Local Area Plan near finalisation, Horsham Rail Corridor Underpass Design completed. Development of landscape plan advanced.	70	First draft of landscape plan finalised for community feedback.
	1.3.7 Work with Victoria Police to update the CCTV Memorandum of Understanding. Update CCTV policy and procedure.	90	Meeting with Police conducted. CCTV MOU reviewed and awaiting final details.	95	MOU updated, awaiting final signature.
1.4 Develop a principles based and community need driven planning approach for our infrastructure	1.4.1 Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair	30	Policy and procedures for use of Council owned facilities in development. Fees and charges to be in line with adopted policy.	30	Policy and procedures still in development.
1.5 Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham	1.5.1 In consultation with Barengi Gadjin Land Council (BGLC) develop a partnership agreement	20	Discussions commenced with BGLC.	20	Discussions commenced with BGLC.
	1.5.2 Deliver on the Horsham Silo project with Barengi Gadjin Land Council to promote, celebrate and share first nations stories of significance	80	Silo work and flour mill completed. Amenities and lighting completed.	90	Third artwork and rework on silo image commissioned during Q3, in partnership with BGLC & private silo owners.
	1.5.3 Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage early.	50	Ongoing and currently occurring with Horsham South and the alternative truck route. No completion date as this should be occurring for all land use plans / major infrastructure projects.	60	Consultation with BGLC scheduled for Q4.

	1.5.4 Work with the local Traditional Owners to identify suitable Aboriginal language names for new streets and public places and facilitate applications through the RAP Aboriginal Advisory Committee	25	Discussions commenced with BGLC. Request made for Horsham's new pedestrian bridge naming.	25	No activity this quarter.
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings	1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products	65	New Official Visitor Guide (OVG) developed for launch in 2023.	85	Official Visitors Guide (OVG) printed. Planning for Launch and release of new OVG before end of financial year. OVG fills significant information gap for visitors to municipality.
	1.6.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue	85	The integration and the Victorian Industry Tourism Accreditation completed. Fit-out of the area underway.	90	Review of Visitor Services provision in the Horsham Town Hall foyer undertaken, post vacated cafe space finalised. Recommendations put forward to Council
	1.6.3 Encourage, promote and celebrate events enriching cultural diversity	50	Programming continues to address diversity and inclusion.	75	HTH venue staff participated in statewide 'Fair Play Leadership' training to address equity and anti-discrimination. Action plan to inform venue programming and HRCC's Gender Equality Action Plan.
	1.6.4 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness	75	Review complete.	75	Preparation underway for pre-exhibition consultation.
	1.6.5 Prepare a conservation management plan for Horsham Botanical Gardens	0	Deferred, pending 2023-24 budget considerations.		
	1.6.6 Prepare heritage controls and complete amendment to the HRCC Planning Scheme	65	Amendment to occur in 2023, subject to Council resolution to exhibit. Preparing for pre-amendment consultation.	70	Landowners to receive proposed statement of significance for review and feedback in Q4 before amendment commences (12+ month process).
1.7 Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco and gambling related harm	1.7.1 Lead and partner on public initiatives to improve awareness and knowledge of family violence	70	Event for 16 Days of Activism delivered in November.	80	Promotion of community events including Family Violence evening vigil.
1.8 Support the communication process to increase knowledge of local health and community services available to the public	1.8.1 Implementation and training on use of the newly developed accessible documents guide	100	Guidelines completed and training undertaken.		

## Theme 2 – Liveability



*“Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work invest and explore for all ages, abilities and backgrounds”*










Complete	In Progress	Not started
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Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2022) Key notes	%	Quarter 3 (Jan-Mar 2023) Key notes
2.1 Promote opportunities for live long social interactions and enjoyment	2.1.1 Design and promote activities in collaboration with the Age Friendly Communities reference group	60	Older Persons Advisory Committee - regular meetings throughout 2022, providing advice on relevant activities. Seniors event delivered.	65	Planning has occurred for 2023 U3A Forum.
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week	80	Planning for Volunteer recognition morning tea underway. Seniors Festival events took place throughout October. Volunteer recognition morning tea took place in Q2.	90	Internal International Women's Day Event hosted, and representation at community IWD events.
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week	30	International Volunteers Day and Seniors Week activities conducted.	60	Australia Day Event delivered at Sawyer Park. Southern Water Ski Show team drew large crowd with performance on river.
2.2 Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning	2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities	80	Easy English Guidelines developed. Consultant appointed and completing guidelines.	95	Guidelines being finalised.
	2.2.2 Work with the WRLC to promote the library and related events through Council's public notice page	50	Ongoing.	75	Ongoing.
2.3 Create engaging spaces and places for social connection and wellbeing to build community resilience □ Ref Health and Wellbeing Plan	2.3.1 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2	90	Concept plans complete. Detailed plans near completion. Some engagement remains.	95	Final details to be added to detailed designs relating to floor levels to ensure maximum usability and flood resilience.

2.4 Encourage participation, diversity and growth in sports, events, arts and culture	2.4.1 Seek funding opportunities through sport and recreation grants	80	Funding applications prioritised according to existing strategic plans and priorities. Successful Marine Safety Victoria grant. Upgrade to Quantong oval through Sport & Recreation Victoria funding underway.	85	10-year pipeline of recreational infrastructure projects developed and submitted to Sports & Recreation Victoria to inform future priorities for funding programs. Aligned to Council's Long Term Capital Expenditure Plan.
	2.4.2 Produce, publish and promote an annual program of HTH performances	100	Second Annual Program released.		
	2.4.3 Produce, publish & promote an annual program of visual art	100	Second Annual Program released.		
	2.4.4 Develop and deliver an annual program of Public art commissions, installations and promotion	70	Silo Artwork delivered. Skate Park Virtual Reality art project in progress.	90	Additional third artwork and rework of silo commissioned in consultation with private site owners and BGLC.
	2.4.5 Build on the quality of the Gallery's Visual Art Collection	90	Ongoing New acquisitions approved by Gallery Trustees in December - including local First Nations acquisitions.	95	Acquisition Committee continue to identify possible acquisitions based on budget and priorities.
	2.4.6 Advance the Horsham Aquatic Centre Master Plan - hydrotherapy pool, spa, steam and sauna rooms	15	Design brief advanced for hydrotherapy facility.	15	Brief continues to be advanced. Focus this quarter on delivery of Accessible Change room construction.
	2.4.7 Oversee contract management of the Horsham aquatic services	30	Ongoing.	75	New inflatables introduced over the summer period. Contract and maintenance issues managed through monthly contract meetings.
2.5 Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive ageing	2.5.1 Municipal Early Years Plan 2019-23 to be reviewed and updated	30	Initial review undertaken. Brief prepared.	50	Preparation for new planning cycle with partners.
	2.5.2 Finalise the Dudley Cornell Reserve Master Plan (DCRMP) the Wimmera Regional Multi Sport Feasibility study	45	Planning currently waiting on the completion of the Wimmera Regional Multi Sport Feasibility study. Future development of the DCRMP informed by Wimmera Regional Multi Sport Feasibility study.	45	Wimmera Regional Multi Sport Feasibility Study to be finalised in Q4.
2.6 Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide	2.6.1 Promote recreation activities in our natural environment to increase destination tourism and visitation	20	Planning with Dimboola Ski Club to provide Australia Day water skiing event on Wimmera River. Talks underway with potential business to activate river with pedal boats and stand-up paddle boarding.	35	Talks with potential business to activate river (pedal boats and stand-up paddle boarding) continue. Expressions of Interest process to commence, to ascertain interest from the commercial sector.
2.7 Develop a range of recreational opportunities in our natural environment and	2.7.1 Identify and seek out commercial opportunities to activate the riverfront	30	Discussions underway with a number of businesses. Expression of Interest Form developed to activate new pop-up cafe site at river.	45	Fishing Competition event held at Riverfront Meeting Place in Q3. Soft launch occurred during with two pop-ups and a DJ engaged to activate site. This proved very successful and information

recreational waterways to increase visitation					gathered from the event will inform the EOI form for further activation of the site.
2.8 Promote recreational opportunities in our natural environment and recreational waterways to increase visitation	2.8.1 Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region.	30	City to River works now underway and will increase riverfront tourism offerings. Nature water play park nearing completion.	45	Meeting with WestVic business in Q3 to discuss plans for Green Lake.
2.9 Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members □ Ref Health and Wellbeing Plan	2.9.1 In partnership with our Health and Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health)	50	Advocacy work underway with our health and wellbeing partners as required.	50	Advocacy work underway with our health and wellbeing partners as required.
	2.9.2 In partnership with our Health and Wellbeing partners, advocate for an alcohol and drug rehabilitation clinic in Horsham	0	Not yet commenced.		
	2.9.3 In partnership with our Health and Wellbeing partners, advocate for the provision of locally based sexual health and reproductive health services and outreach programs	50	Council continuing to partner with local services around referral, education and profile building of local services.	60	Council continuing to partner with local services around referral, education and profile building of local services.
	2.9.4 In partnership with our Health and Wellbeing partners advocate for increased options of services for NDIS and for potential service providers to increase their understanding of options	0	Not yet commenced.	60	Work commenced on informing business opportunities to build NDIS services and work force. Sharing findings with business development unit.
2.10 Plan for sustainable and affordable housing needs of our community □ Ref Health and Wellbeing Plan	2.10.1 Implement the Horsham Planning Scheme and monitor land supply and demand	30	Wimmera Development Association land supply report completed. Funding for Housing Strategy confirmed.	35	Brief and tender documents in development for Housing Strategy.
	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme	15	Grant application submitted to Victoria Planning Authority. Funding secured. Request for quote in development.	15	Project brief and tender document being finalised to open in Q4. Consultant to be engaged.
	2.10.3 Prepare and implement the Horsham South Structure Plan and undertake a planning scheme amendment	35	Preparation of structure plan underway. Round 1 of technical background reports completed.	40	Technical reports almost finalised. Project update provided to landowners. Currently developing future urban structure (land use plan).

## Liveability: Service Performance Indicators (YTD)

	FY 2020-21	FY2021-22	Year to date
<b>*Active library borrowers</b>			
	9.08%	7.66%	6.71%
<b>Library collection: # borrowed divided by total in collection</b>			
	1.2	1.35	1.04
<b>Proportion of library collection purchased in past 5yrs</b>			
	39.87%	41.65	43.24%
<b>Cost of library service per head of population</b>			
	24.53	25.47	26.73
<b>*Food safety non-compliance notifications followed up (%)</b>			
	70%	70%	*100%*
<b>Days taken to action food complaints</b>			
	1.00	1.00	*7.25*
<b>Required premises receiving annual food safety assessments (%)</b>			
	75.31%	67.76%	*65.52%*
<b>Cost of food safety service per registered premise</b>			
	\$569.69	\$742.39	*\$692.50*
<b>*Utilisation of aquatic facilities per head of population</b>			
	3.03%	3.71%	4.80%

	FY 2020-21	FY2021-22	Year to date
<b>*Enrolled children attending MCH once a year or more (%)</b>			
	96.65%	85.89%	85.07%
<b>Infant enrolments in MCH (% based on birth notifications)</b>			
	101.4%	101.07%	101.38%
<b>Cost of MCH service per hour worked</b>			
	\$62.31	\$60.84	\$109.57
<b>*Aboriginal children attending MCH once a year or more (%)</b>			
	97.30%	86.64%	87.10%
<b>*Animal management prosecutions per year</b>			
	1	1	0
<b>Cost of animal management per head of population</b>			
	\$18.65	\$17.81	\$19.57
<b>Days taken to action animal management requests</b>			
	1.0	1.0	1.0
<b>Percentage of animals reclaimed from the pound</b>			
	52.83%	63.68%	\$58.96
<b>Cost of aquatic facilities per visit</b>			
	\$13.30	\$11.91	\$8.52

\*Audited - Local Government Performance Reporting Framework (LGPRF)

## Theme 3 – Sustainability



*“Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy”*

Complete		In Progress		Not started	
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Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2022) Key notes	%	Quarter 3 (Jan-Mar 2023) Key notes
3.1 Plan for sustainable development which balances economic, environmental and social considerations □ Ref Health and Wellbeing Plan	3.1.1 Prepare a Commercial and Industrial Land Strategy and undertake a Planning Scheme amendment	0	Deferred, pending 2023-24 budget considerations.		
	3.1.2 Review the recommendations from the Wartook Valley Strategy and undertake a planning scheme amendment	0	Deferred, pending 2023-24 budget considerations.		
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan	20	Final plan endorsed in Q1. Council working with community to form a group to lead implementation. Terms of Reference drafted. Project Advisory Group to be elected in 2023.	20	Natimuk Terms of Reference endorsed in Q3, to be established in Q4.
3.2 Support business, from start-ups to expansion, value adding products and services for our community	3.2.1 Work with local business leaders throughout the municipality to develop business confidence and growth	50	Business forum focussing on activities within the Central Activity District delivered in October. Further work progressing.	60	Grampians Tourism held a sustainable tourism industry forum in Dunkeld.
	3.2.2 Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate	30	Regional Infrastructure Fund (RIF) application submitted for construction of infrastructure (6 lots at Burnt Creek Industrial Estate subdivision, informed by Horsham South Structure Plan (HSSP)). Application unsuccessful.	35	Council Owned Industrial Land group developing business case for Burnt Creek to establish future development timelines and associated budgets, due to unsuccessful Regional Infrastructure Fund funding application.
3.3 Promote and encourage innovation and new technologies in our community	3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity	0	No opportunities at this stage provided to enable a submission.		

3.4 Support business resilience and recovery from the impact of business interruption	3.4.1 Implement the recommendations from the Investment Attraction plan	30	Investment Attraction and growth monthly reports provided each month in Q1 and Q2.	75	Investment Attraction and growth monthly reports provided each month in Q3.
	3.4.2 Work with local business to activate the Horsham town centre (Central Activity District (CAD))	40	Two Christmas Extravaganza events held in December.	75	CAD Community Reference Group established with first meeting in Q4. Involved with implementation of CAD Revitalisation Plan's 15 projects.
3.5 Sustainability Advocate for mining in our region to meet world's best practice	3.5.1 Submission to the Environmental Effects Statement (EES) for the Avonbank mining project to ensure that the license reflects world best practice.	0	Submission to be prepared at time of EES exhibition in 2023.	75	Project on exhibition for 30 business days in Q4.
3.6 Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges	3.6.1 Promote the benefits of reducing carbon emissions using Council's actions as a model (Zero Net Emissions Carbon Action Plan)	30	Additional promotion to follow further installations of solar on community buildings.	50	Structural assessment of community buildings for solar installations complete. Works to commence on installation of solar panels in May.
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan	60	New projects scoped and handed over to the project team for delivery.	75	3 solar panel projects tendered.
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet	5	In house study underway with a draft report anticipated by Q3. Program to resume Q4.	10	Assessment underway to introduce pilot hybrid vehicles in Council fleet system. Monitoring innovations in the sector. Hybrid truck purchased for urban maintenance in 2022.
	3.6.4 Implement the actions from the electric vehicle transition plan	0	Not yet commenced. Pending completion of plan	5	Council purchased electric vehicles and trucks as a pilot. Further vehicles pending finalisation of plan
	3.6.5 Advise the community of the statewide reforms to our recycling system and implement the State Government's Four Bin Kerbside Collection Policy to enable the increased recovery of recyclable materials	70	Commenced community education on Better Sorted Waste program and new state recycling policies via a planned communications campaign.	90	Extensive education campaign throughout Q3 prior to commencement of Better Sorted Waste during the quarter. Education through media channels, presentation to groups, one-on-one meetings, school visits, and production and distribution of education material (booklets and calendars).
	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project	15	Planning of GWMWater reclaimed water project is advancing - tenders to be issued early 2023.	75	GWMWater tender preparation underway for this reclaimed water project. Council advising and supporting as appropriate.
3.7 Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats	3.7.1 Seek funds to educate and assist groups at Green Lake to maintain safe & compliant use of marine and aquatic environments	90	Project complete, with extensive consultation. Additional funding to be from Marine Safety Victoria to implement new rules.	95	Additional funds secured to produce and install required signage to communicate new rules.
3.8 Promote recreational and social environments for people to enjoy (open spaces, waterways, etc.	3.8.1 Support recreational clubs and groups to gain access to information and grants to strengthen viability and health of groups	65	Ongoing promotion of available grants and opportunities presented through Active newsletter.	75	Distribution of Active newsletter continues.

3.8.2 Support communities to access Council owned recreational assets





40





Supported clubs and recreational groups impacted by facility redevelopments, to find alternative locations to minimise disruption to seasonal programs.

60

Install and trial for sensors to determine use of facilities and spaces underway. Initial survey of community groups to ascertain use and demand of facilities complete.

## Sustainability: Service Performance Indicators (YTD)

	FY 2020-21	FY2021-22	Year to date
<b>Council planning decisions upheld at VCAT</b>			
	0%	100%	*Data unavailable*
<b>Days taken to decide planning applications</b>			
	63	62	59
<b>Planning applications decided within required timeframes (%)</b>			
	78.49%	91.18%	83.87%
<b>Cost of statutory planning process per application</b>			
	\$2,328	\$8,834.59	\$9,742.81

	FY 2020-21	FY2021-22	Year to date
<b>*Kerbside collection waste diverted from landfill</b>			
	19.91%	19.74%	18.74%
<b>Kerbside collection bins missed per 10,000 scheduled bin lifts</b>			
	0.99	1.90	2.87
<b>Cost of kerbside garbage bin collection service per bin</b>			
	\$123.97	\$140.81	\$129.49
<b>Cost of kerbside recyclables collection service per bin</b>			
	\$68.42	\$72.14	\$73.96

\*Audited - Local Government Performance Reporting Framework (LGPRF)  
Note: some data unavailable due to timing of collection

## Theme 4 – Accessibility



*“Horsham Rural City Council will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces”*




Complete		In Progress		Not started	
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Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2022) Key notes	%	Quarter 3 (Jan-Mar 2023) Key notes
4.1 Ensure a safe and connected transport network including active transport	4.1.1 Maintain the existing road and path network to established standards, and improve these routes in accordance with priorities identified in the Road Management Plan	90	Service level for roads and footpaths established. Projects prioritised accordingly. Horsham North footpath project underway.	95	Maintenance of the council's transport network through automated prioritisation within a maintenance management program.
	4.1.2 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	30	Priority for 2023-24 financial year. Background report prepared by consultant. Cultural heritage study nearing completion.	35	Background report prepared by consultant. Cultural heritage study nearing completion.
	4.1.3 Implement prioritised actions identified in the Horsham Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-16	65	Works implemented as per priority under Bicycle and Shared Path plan. Various actions identified from Urban Transport Plan, Rural Road Network Plan, and Bicycle and shared path plan are listed in councils 10 years program; which will be funded through the annual reprioritization of projects.	70	Various actions identified from Urban Transport Plan, Rural Road Network Plan, and Bicycle and shared path plan are listed in Council's 10 year program, subject to each year's budget preparation.
	4.1.4 Develop a greater focus on safety improvements in the road and path network in urban and rural areas, including speed limit reviews, using historic crash statistics to inform priorities	55	Council's Road Management Plan administered to ensure defects/issues are addressed within agreed timeframes. Group of potential road safety hazards, including speed limit issues, identified and solutions developed.	60	20 urban hotspots investigated through road safety audits. A further HVSPF funding application is being prepared to enhance the safety of priority rural roads.
	4.1.5 Maintain assets in accordance with Councils Asset Plan 2021-31 adopted service levels	90	Assets renewal, maintenance management, and upgrades have been continuing as per the intervention level set in Council's asset management plan.	95	Assets renewal, maintenance management, and upgrades have been continuing as per the intervention level set in the council's asset management plan.

	<b>4.1.6</b> Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	50	Testing of material from three potential quarry sites has been completed. Work progressing towards licensing potential pits for material suitable for rural roadworks.	60	Feasibility study about rubberised crack sealing in progress.
	<b>4.1.7</b> Investigate the capacity of all bridges	60	Tier 1 assessment of all bridges completed. Load testing on 2 bridges to be completed in Q3, leading pathway for renewal/upgrade planning of bridges around Horsham.	70	A Tier 2 structural assessment has been completed for 4 bridges and culverts. Followed by the completion of load testing on some sample bridges, detailed structural assessment work is underway. All assessment works will be completed in the next 18 months, which will provide a retrofitting / renewal program of bridge assets.
	<b>4.1.8</b> Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	40	Draft prepared.	50	Further internal consultation on plan underway.
	<b>4.1.9</b> Develop and implement a plan for the provision of footpaths in residential streets in Horsham	60	Ongoing.	80	Horsham North works nearing completion. Work to inform a footpath program as part of Council's Long Term Capital Works Plan in development.
	<b>4.1.10</b> Secure funding to assess municipal and regional bike tracks & trails aligned to Cycle West Strategy	0	Funding application unsuccessful.		
4.2 Advocate for supporting infrastructure to ensure connections to key places and services	<b>4.2.1</b> Undertake a Community Buildings Co-location and needs Assessment- to determine space availability, options, decommission and potentially new solutions	30	Scope finalised, needs analysis work to be undertaken as first step.	40	Surveying work completed by staff. Second stage of project due to go out to market.
	<b>4.2.2</b> Seek funding to complete the Hamilton Street pedestrian bridge	75	Contractor commenced detailed design and ordering materials. Final detailed design completed; footings on eastern bank completed, fabrication of bridge sections off-site well progressed.	80	Contractor to return to site in April to commence final construction works.
4.3 Planning for places and spaces to provide connectedness and social inclusion	<b>4.3.1</b> Create a pipeline of projects as identified through the Open Space Strategy	65	Implementation plan for 2019 Open Space Strategy developed with key actions currently occurring. Includes planning for parks: Sunnyside, Haven and the Skate Park, a review of sporting facilities, the review and refresh of a Bike Plan and the development of a Play Spaces strategy. Review of the Open Space Strategy underway in Q2. All projects currently slated for completion have commenced.	85	A pipeline of recreation projects has been developed and been included in the Long Term Capital Works Program
	<b>4.3.2</b> Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	20	First step is the Conservation Management Plan for the Horsham Cinema. Master plan will follow this. Meeting planned to determine sequence of master plans over the coming years.	30	Tender currently being assessed for this project

			Project supported by ROSP, but undertaken by Strategic Planning with the Horsham Cinema first undergoing a Conservation Management Plan, followed by a master plan process.		
	4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study	10	Initial planning undertaken with funding from Sports & Recreation Victoria. Two additional sites included in Feasibility Study. Feasible sites have undergone high level site planning and cost estimates.	15	Feasibility consultation study being worked through with stakeholders and State Sport Association. Once finalised, study to be presented to Council prior to any further commitments.
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan	0	Not yet commenced.	40	Schematic plans commenced.
	4.3.5 Develop a detailed outdoor Play Space Plan	15	Project scope developed.	20	Project Management Plan and consultants brief finalised. Ready to go out to market.
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal Tree Strategy	10	Planning underway to determining staffing requirements / materials / equipment / ongoing maintenance requirements.	50	Trees have started to be planted with more planned for the coming quarter. Logging of tree inventory is well advanced.
4.4 Support lifelong learning opportunities for all people	4.4.1 In collaboration with the Primary Care Partnership, support the delivery of the Sons and Daughters of the West wellness program	50	Ongoing.	50	Plan for delivery of next session July 23 now in place.
	4.4.2 Deliver the Dept. of Education & Training funded Schools Education Program at the Horsham Town Hall Venue.	60	Program in progress.	75	Semester 2 had excellent attendances, positive feedback from funders, schools and participants.

## Accessibility: Service Performance Indicators

	FY 2020-21	FY2021-22	Year to date
<b>*Community satisfaction with sealed local roads (out of 100)</b>			
	39	45	*Data unavailable*
<b>Sealed local road requests (% of kilometres)</b>			
	10.76%	10.89%	12.67%
<b>Sealed local roads maintained to condition standards</b>			
	99.30%	99.55%	99.55%

	FY 2020-21	FY2021-22	Year to date
<b>Cost of sealed local road reconstruction per m<sup>2</sup></b>			
	\$36.62	\$35.13	\$5.71
<b>Cost of sealed local road resealing per m<sup>2</sup></b>			
	\$5.20	\$7.18	\$12.02

\*Audited - Local Government Performance Reporting Framework (LGPRF)

Note: some data unavailable due to timing of collection.

Total expenditure on sealed roads includes microsurfacing, final seal and reseal works on sealed roads.

## Theme 5 – Leadership



*“Horsham Rural City Council will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability”*

Complete		In Progress		Not started	
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Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2022) Key notes	%	Quarter 3 (Jan-Mar 2023) Key notes
5.1 Build trust through meaningful community engagement and transparent decision making	5.1.1 Embed the Community Engagement Policy to ensure Council reflects the community's voices in our decision making	50	Consultation commenced as part of a review of the HRCC Project Management Framework. Project Management Framework in development.	60	Engagement reporting instigated pending delivery of Project Management Framework (including engagement software).
	5.1.2 Budget developed and adopted in line with statutory obligations	40	Budget process for 2023-24 underway.	60	Draft capital and operational budgets prepared as part of draft budget with initiatives for Annual Action Plan also agreed.
	5.1.3 Seek community input and feedback on services at Horsham Town Hall	85	Planning for collection of input and feedback underway. Automated online survey implemented to capture feedback from all attendees.	90	Customer/attendee surveying has continued post show, providing insights into future programming. Event analysis also provided back to external promoters to ensure venue is providing excellent customer service.
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan	70	Prioritisation process implemented in 2023-24 Capex planning.	80	Prioritisation process developed comprising 4 key elements: (i) alignment with Council Plan, (ii) shovel readiness, (iii) % of grants and (iv) benefit cost ratio. Work is underway to embed whole of lifecycle cost and benefits in project appraisal.
	5.1.5 Investigate and Implement a Project Management Software System	50	Tender process opened for procurement of Project Management Software.	60	Tender documentation for Project Management Software developed.
5.2 Engage with community early on in projects and throughout to promote efficiencies	5.2.1 Develop a proposed schedule of planned community engagements and proposed dates publicly available on our website	10	Planning commenced for 2023 activity.	20	Quarterly report includes highlights on engagements during quarters 1-3, and looking ahead to quarter 4.




and awareness of external opportunities	<b>5.2.2</b> Review the Project Management Framework to ensure that community engagement occurs early in the project process and at other key stages in projects	80	6-week Project Framework Review and Co-Design Process completed. Final report to be compiled.	90	Project implementation formalised through Project Charter submission. Project Charter updated to provide substantive Community Engagement initiation.
	<b>5.2.3</b> Manage performance and finances in line with income and regulation	50	Monthly reporting to Executive Management Team and Council Briefing. Quarterly reporting to Audit and Risk Committee.	75	Ongoing.
	<b>5.2.4</b> Promote grant funding options, resources and information available to community groups	80	The Recreation and Open Space Planning team engage with and keep community groups informed through regular 'Active Newsletter'. Recipient list is over 300 in number. Funding and grant opportunities included in the newsletters.	90	Electronic communications continue. Database updated incrementally.
	<b>5.3.1</b> Develop Organisational non-financial reporting measures	50	Development of performance measures in progress. Reporting protocols developed.	50	Service Planning program rollout scheduled for Q4.
	<b>5.3.2</b> Phone system upgrade including improved staff access and customer chat options	20	Options identified with procurement to progress shortly.	25	Implementation plan scheduled for development within Q4.
	<b>5.3.3</b> Be responsive to all asset related service requests, queries and complaints	70	All asset management related customer requests answered as per customer service charter. Timeframes to respond to all requests made related to asset renewal, upgrade, and asset creation have been implemented. Compliance against timeframes internally audited 6 monthly.	75	All asset management requests are answered with definite "Yes/No, if not why not" within 90 days. All maintenance-related requests will be dealt with within the timeframe agreed in the road management plan and service level documents. 100% of customer requests related to asset management have been dealt with within the above metrics in the last quarter.
	<b>5.3.4</b> Prepare detailed plans for the relocation of the Council Depot	0	Proposed for 2023-24.		
5.4 Attract, retain, respect, value and invest in quality staff	<b>5.3.5</b> Review Council's Place Naming policy and procedure to align with the updated Place Names Guidelines issued by the Surveyor General	75	Final draft ready for formal review.	90	Draft presented to Executive Management Team.
	<b>5.4.1</b> Implement the actions from the Gender Equality Action Plan	20	Steps being taken to implement the Gender Equality Action Plan. Gender balance on interview panels, HR representative on interview panels, rolled out unconscious bias training for panel members. Q2 leadership training completed by 52 staff, 32 of whom were women. Voluntary intersectional data form provided to new starters and data collected.	25	Consultation undertaken with senior management in March 2023 and agreed approach re flexible working. Sexual harassment training conducted for all staff. Gender Equality introductory training introduced for Coordinators, Managers and Executive, to be completed by end of Q4.
	<b>5.4.2</b> Implement the actions from the Workforce Plan	20	Implementation continues; workplace culture improvements a priority.	20	Implementation underway with prioritisation to workplace culture improvements.


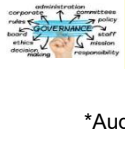
	<b>5.4.3</b> Negotiate a new HRCC Enterprise Agreement #10	70	Negotiations well progressed.	80	Final offer presented.
	<b>5.4.4</b> Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation	30	Work plan for strategic risk review developed.	50	Ongoing.
	<b>5.4.5</b> Implement actions from all internal audits	80	All internal audit items of priority completed. All remaining items progressed.	85	End of year review of any outstanding audit actions scheduled for Q4.
	<b>5.4.6</b> Develop and implement a healthy eating charter to guide Council staff on choosing healthy options at workplace facilities.	25	Development of charter has commenced.	50	Work underway, anticipated completion in Q4.
	<b>5.4.7</b> Implement new Child Safe Standards	80	Review complete and implementing.	80	Compliance plan implementation in progress.
	<b>5.4.8</b> Implement Actions from the Uni SA Survey of Organisational Culture	60	Culture Action Group working towards finalisation and implementation of Action Plan.	60	Action plan finalised. 360 degree review provider selected, leadership training complete, financial delegations reviewed.
5.5 Implement systems, processes and use of technology that support efficient and secure business operations	<b>5.5.1</b> Participate in the implementation plan of the Rural Council's Corporate Collaboration (RCCC) project	25	Contract issued for successful supplier. Identification of System Module Experts finalised and first implementation workshops commenced in December.	50	Project implementation plan implemented and underway.
	<b>5.5.2</b> Implement a new system for the completion of staff performance appraisals, action tracking on plans, strategies and audits.	15	Planning for a new system in progress. Staff performance appraisal system is available for implementation through Civica Altitude. A new system for the tracking of plans, strategies and audits will need to be identified.	20	Options identified for tracking of plans, strategies and audits.
	<b>5.5.3</b> Investigate and implement options for a customer request system.	20	Investigation of options for a system underway as part of the Rural Councils Corporate Collaboration (RCCC) New CRM system is being implemented with Civica Altitude through RCCC.	50	Ongoing.
	<b>5.5.4</b> Investigate and commence implementation of a new electronic document management system	20	Investigation of options for a system underway as part of the Rural Councils Corporate Collaboration (RCCC) Preparation of Tender documentation for the procurement of an electronic document management system has progressed as part of RCCC.	50	Draft tender documentation prepared following discussion with RCCC Board.
	<b>5.5.5</b> Implement a zero budgeting approach. To refresh project budgets and start from a zero base	0	Proposed for delivery in 2024-25 post implementation of RCCC. Adopted as deliverable in 2023-2024.		

## APPENDIX 9.1A

	<b>5.5.6</b> Implement recommendations from the Operations Efficiency Project	50	Significant progress with Parks and Gardens team. Benefits starting to accrue.	70	Implemented with Botanical Gardens Team, rest of Parks and Gardens Team to start in next quarter. Reporting dashboards in development.
	<b>5.5.7</b> Expand Council's Geographic Information System (GIS) capability to provide near real time information to the public	60	Continue work to implement more useful functions and tools to support community engagement and self-service. GIS ascetic integration developed for access to corporate asset information through Pozi.	70	GIS-Asstetic integration developed such that staff can access corporate asset information through Pozi. Work progressed to make data publication to the community much simpler. Work progressing towards make many systems GIS Centric.
	<b>5.5.8</b> Investigate an automated weighbridge operation at the Dooen Landfill	10	Initial planning well advanced. No progress due to flooding and other issues.	20	Significant investigation has led to the development of an updated scope of work. The procurement process for the automated Dooen Landfill weighbridge is currently underway.
	<b>5.5.10</b> Upgrade & update Visit Horsham Website	50	Review of this action currently underway. Website upgrade aligned to new content developed for Official Visitors Guide.	75	Official Visitors Guide finalised. Website upgraded ready for launch in final quarter.
	<b>5.5.11</b> Installation of Smart Sensors on all Council owned Facilities (to measure demand and plan for asset upgrades & renewal)	45	Project Plan developed with clear brief to develop a sensor trial across multiple sites in Horsham.	75	Sensor trial underway, with plan to install all 60 sensors at agreed sites.
5.6 Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recovery processes	<b>5.6.1</b> Review and update Emergency Management Plans and Processes	60	Review of Municipal Emergency Plan has commenced Municipal Emergency Plan & Emergency Animal Welfare Plan review completed.	80	Plans and processes are up to date, endorsed by the Municipal Emergency Management Committee and publicly available.
	<b>5.6.2</b> Inform and educate the Community on emergency preparedness	50	Information provided to the community before the 2022 flood event. Fire ready booklets were developed and distributed to extreme fire risk areas in Wartook and Laharum.	70	Information available and disseminated via multiple channels and events.

## Leadership: Service Performance Indicators

	FY 2020-21	FY2021-22	Year to date
<b>*Community satisfaction with Council decisions (out of 100)</b>			
 48	48	53	*Data unavailable
<b>Councillor attendance at Council meetings</b>			
 96.43%	96.43%	91.30%	*84.13%
<b>Council decisions made at meetings closed to the public</b>			
 9.03%	9.03%	6.25%	*30.36%

	FY 2020-21	FY2021-22	Year to date
<b>Cost of governance per Councillor</b>			
 \$35,874.87	\$35,874.87	\$44,415.73	*\$57,085.65
<b>Community satisfaction with consultation &amp; engagement</b>			
 48	48	52	*Data unavailable

\*Audited - Local Government Performance Reporting Framework (LGPRF)

Note: some data unavailable due to timing of collection

# Councillor Expenses

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors to ensure Councillors are provided with appropriate resources, facilities and other support whilst performing their duties.

Details of Councillor expenses for the year to date are set out in the following table with the current quarter highlighted in blue.

Councillor	Expense Type and Value						
	Car Mileage	Communication Tools	Meetings, Seminars, Conferences and Training Fees	Travel and Accommodation	Other	Total Jan – Mar 2023 (Q3)	Cumulative Total 2022-23 (YTD)
Cr Robyn Gulline (Mayor)		70.90	634.00			704.90	5,110.53
Cr Claudia Haenel*	2,274	70.90	2,718.50	241.82	102.25	5,407.47	14,361.04
Cr David Bowe		70.90	634.00			704.90	4,638.64
Cr Penny Flynn		98.13	1,184.00			1,282.13	5,313.28
Cr Di Bell (resigned)						0.00	133.82
Cr Les Power		35.46	634.00			669.46	4739.15
Cr Ian Ross*		70.94	634.00		96.30	765.76	7,094.28
Cr Robert Redden		149.59	634.00			704.94	4,643.76
<b>Total</b>	<b>2,274</b>	<b>452.69</b>	<b>7,072.50</b>	<b>241.82</b>	<b>198.55</b>	<b>10,239.56</b>	<b>46,034.52</b>

\* denotes Councillors who travel to Council meetings from outside the urban area and claim for mileage expenses as per the Council Expenses Policy

# Customer Service Performance

Quarter 3 showed a marked increase in the volume of customer service enquiries received, particularly during March. Key drivers included rollout of the Better Sorted Waste program, introduction of a new parking meter system, targeted engagement for a proposed flood amendment, and a Horsham South mail project (2600 residents received correspondence about proposed development).

Customer Service Requests	Jan	Feb	Mar	Total Q3	% of Total
Animals	124	135	154	413	18%
Bin Services	95	97	430	622	27%
Parking	35	38	35	108	5%
Trees	35	45	30	110	5%
Roads	24	21	31	76	3%
Business or Events	3	15	15	33	1%
Parks & Reserves	38	34	17	89	4%
Local Laws	21	35	36	92	4%
Miscellaneous	5	8	10	23	1%
Drainage	21	14	9	44	2%
Footpaths	26	32	30	88	4%
Nature Strips	7	5	10	22	1%
Environmental Health	20	19	12	51	2%
Fire Control & Safety	27	10	3	40	2%
Signs	9	15	4	28	1%
Planning*	33	39	52	124	5%
Public Amenities	9	8	5	22	1%
Rates & Property	3	8	4	15	1%
Roadsides	4	3	1	8	0%
Graffiti & Vandalism	7	3	3	13	1%
Other	93	69	96	258	11%
<b>Total</b>	<b>639</b>	<b>653</b>	<b>987</b>	<b>2279</b>	<b>100%</b>

Response on Time?
No
Yes
<b>Total</b>

Jan	Feb	Mar	Total Q3	% of Total
243	235	356	834	35%
401	427	688	1516	65%
644	662	1044	2350	100%

Complaints
Finalised
Open
<b>Total</b>

Jan	Feb	Mar	Total Q3	% of Total
5	8	16	29	41%
0	1	41	42	59%
5	9	57	71	100%

A moderate increase in the number of enquiries is generally expected during quarter 3 due to animal registration renewals (March), rates instalments (late February) and a general upswing following the quieter Christmas/New Year holiday period at the end of quarter 2.

Council did not receive the usual peak in enquires relating to drainage and roads this quarter however which may have largely been due to the favourable weather conditions observed.

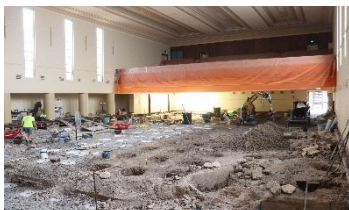
# Community Engagement Performance

	Q1																Q2																Q3																Q4															
	Jul-22				Aug-22				Sep-22				Oct-22				Nov-22				Dec-22				Jan-23				Feb-23				Mar-23				Apr-23				May-23				Jun-23																			
WEEK:	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4																				
Annual Action Plan 23-24																																																																
Better Sorted Waste - Four Bins Program																																																																
Budget 2023-24																																																																
Creative Horsham Plan																																																																
Community Facilities Co-location Study																																																																
Dadswells Bridge Community Planning																																																																
Disability Access & Inclusion Plan																																																																
Dudley Cornell Park																																																																
Flood Planning Scheme Changes																																																																
Governance Rules (two-stage review)																																																																
Grampians Tourism Destination Management Plan & Local Area Action Plan																																																																
Green Lake Waterway Rules Review																																																																
Haven Precinct Planning																																																																
Horsham Central Activity District - Revitalisation Project																																																																

WEEK:	Q1																Q2																Q3																Q4															
	Jul-22				Aug-22				Sep-22				Oct-22				Nov-22				Dec-22				Jan-23				Feb-23				Mar-23				Apr-23				May-23				Jun-23																			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4																				
Horsham Flight Hub																																																																
Horsham Municipal Bicycle & Shared Path Plan																																																																
Horsham North Local Area Plan																																																																
Horsham Rural City Talks Expo																																																																
Horsham South Structure Plan																																																																
Implementation of Parking Management Plan																																																																
Investment Attraction Strategy																																																																
Natimuk Economic & Social Plan																																																																
Skate Park Precinct Planning																																																																
Sunnyside Park Precinct Planning																																																																
Wimmera Mallee Machinery Field Days																																																																
Wimmera Regional Multi-Sport Precinct Feasibility Study																																																																
Wimmera River Design Guidelines																																																																

# Capital Works Program Updates

## Projects



### Horsham Town Hall Stage 2 Heritage Hall

Replacement of heritage hall floor, office space establishment and upgrade to boiler system.



### Public Conveniences upgrades

Program to modernise and add public toilets. Thirty-six related projects form part of the Long Term Capital Works Plan.



### City to River: Natural play park, waterfront activation & City Oval Netball Courts

The City to River project has been divided into sub-precincts to progress projects in stages by priority.



### City Oval: Netball & Football clubrooms

Second stage of City to River Master Plan. Continues on from the Stage 1 works associated with river frontage area.

## Jul-Dec 2022

- Flooring timber sourced and stored for seasoning
- Heritage assessment completed on curtains
- Lights and curtains removed for protection
- Original flooring removed
- New strip footings and stumps installed

- Quotes sought for various resin floor treatments
- Renewal/upgrade works documented
- New CBD south toilet location determined
- Quotes sought for tile removal/replacement (resin too expensive)
- Powercor and GWMWater engaged for new CBD south toilet services

- Caravan Park residence and office demolished (new café development site)

#### *Nature and Water Play Park*

- Footings complete for items including climbing sculptures, play equip, BBQ shelters & toilets

- Most play equipment installed

#### *Riverfront Activation*

- Most landscaping/lighting complete
- Café site cleared, pump shed concrete pad installed

- Local Sports Infrastructure Fund – Female Friendly Facilities funding awarded in September (netball)
- Funding for community pavilions and sporting change rooms not yet available
- Netball court construction design finalised & tender released
- Netball pavilion design contract released, evaluated and awarded (design underway)

## Jan-Mar 2023

- New flooring installed
- Stain and protective finish to be applied in April

- Public tender released for refurbishment works to 6 public toilets
- Public tender released for new Public Toilet on Hamilton St (CBD South)

#### *Nature and Water Play Park*

- Hard and soft play surfaces installed, shade sails and seats installed, landscaping commenced

#### *Riverfront Activation*

- Landscaping and lighting complete
- Café site landscaped
- Community activities commenced in café site

- City Oval event stage tender unsuccessful. Design altered to reduce cost; tender re-released
- Netball court construction awarded
- Negotiation with City Oval hall tenants for relocation



### Urban Roads

Priorities based primarily on regular asset inspections, ensuring those in worst condition prioritised. Road safety also a key issue.



### Rural Roads

Gravel road re-sheeting, and heavy patching and upgrades to priority freight routes.



### Plant & Equipment

Replacement program including broad spectrum of large plant, vehicles and smaller scale equipment.



### Footpaths and Cycle ways

Maintaining and enhancing Council's network of footpaths, and on and off-road cycle paths.

<ul style="list-style-type: none"> <li>• Microsurfacing of urban roads commenced</li> <li>• Kerb &amp; channel renewal delayed (weather and supply constraints). Olympic St work commenced</li> <li>• Microsurfacing of urban roads complete</li> <li>• Final seals and reseals underway</li> </ul>	<ul style="list-style-type: none"> <li>• Kerb and Channel works underway</li> <li>• Final seals and reseals complete</li> </ul>
<ul style="list-style-type: none"> <li>• \$5.09M federal government funding for 3 years of road reconstruction to sections of 5 key rural roads:               <ul style="list-style-type: none"> <li>○ <i>Polkemmet Rd</i>: commenced reconstruction in one section</li> <li>○ <i>Horsham-Lubeck Rd</i>: native vegetation assessment complete, construction tender awarded</li> <li>○ <i>North-East Wonwondah Rd</i>: native vegetation assessment underway</li> <li>○ <i>Noradjuha-Tooan East Rd</i> and <i>Dimboola-Minyip Rd</i>: works pending</li> </ul> </li> <li>• Gravel shoulder resheeting/reconstruction well progressed</li> <li>• Gravel road resheeting commenced</li> <li>• Heavy patching on hold due to unseasonably wet weather</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Polkemmet Rd</i> – completed reconstruction of first section; native vegetation assessment underway in second section</li> <li>• <i>Horsham-Lubeck Rd</i> – reconstruction commenced</li> <li>• Gravel shoulder and road resheeting program on hold (significant Flood Recovery work)</li> <li>• Flood Recovery works identified for approximately 50% of municipal area. 305 defects identified in ~70km of road. Federal Disaster (\$3.3M) funding in place.</li> </ul>
<ul style="list-style-type: none"> <li>• \$2.1M current year budget expenditure planned</li> <li>• \$1.4M previous year expenditure carried forward due to equipment supply delays</li> <li>• New grader with GPS levelling functionality procured</li> <li>• Ongoing supply issues</li> <li>• Current year budget actual expenditure \$110k, committed expenditure \$1.5M</li> <li>• Carried forward budget actual expenditure \$844k, committed expenditure \$456K</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing delivery of equipment as supply issues are resolved</li> <li>• YTD actual expenditure \$1.03M (budget \$1.55M)</li> <li>• Carried forward YTD actual expenditure \$840,557 (budget \$1.48M)</li> </ul>
<ul style="list-style-type: none"> <li>• Major commitment in the 2022-23 budget for targeted footpath construction in Horsham North</li> <li>• Hamilton St Pedestrian Bridge construction drawings completed</li> <li>• Horsham North Footpath program 60% complete</li> <li>• Pedestrian Bridge footings complete on eastern river bank; prefabrication of bridge components underway</li> </ul>	<ul style="list-style-type: none"> <li>• Horsham North Footpath program 75% complete</li> <li>• Hamilton St Pedestrian Bridge component fabrication complete offsite</li> </ul>



### Parks & Open Spaces

Council's portfolio of parks and open spaces assets such as bench seats, irrigation systems and shade sails. These require periodic renewal to ensure that open spaces are maintained to a suitable standard.

- Horsham Skate Park precinct upgrade – draft plan public consultation closed
- Ongoing management of 28 parks, gardens and reserves throughout the municipality
- Playground equipment renewal/replacement planned

- Quantong Recreation Reserve oval levelled and resurfaced, drainage and irrigation improvements installed
- Playground equipment renewal/replacement commenced

### WAL HUB



### Industrial Estate

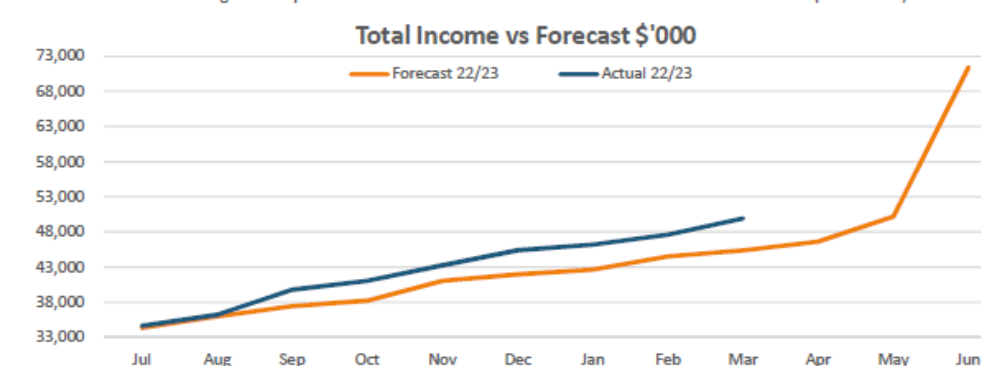
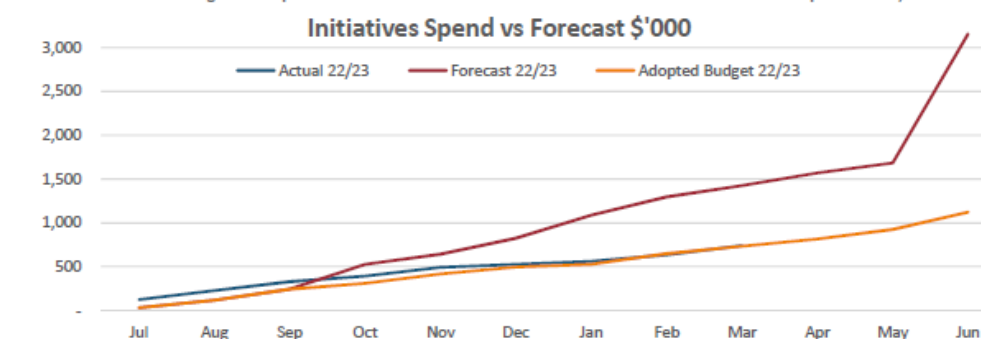
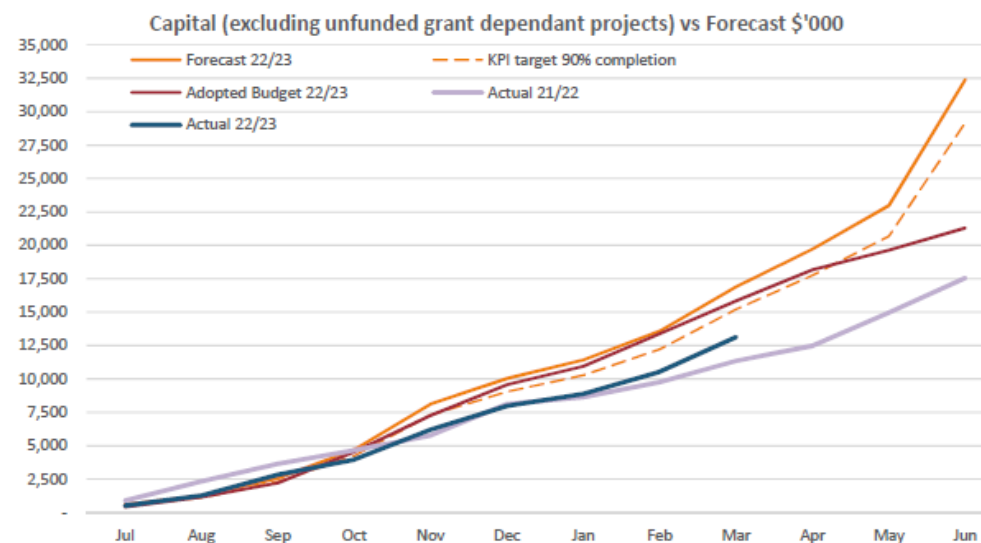
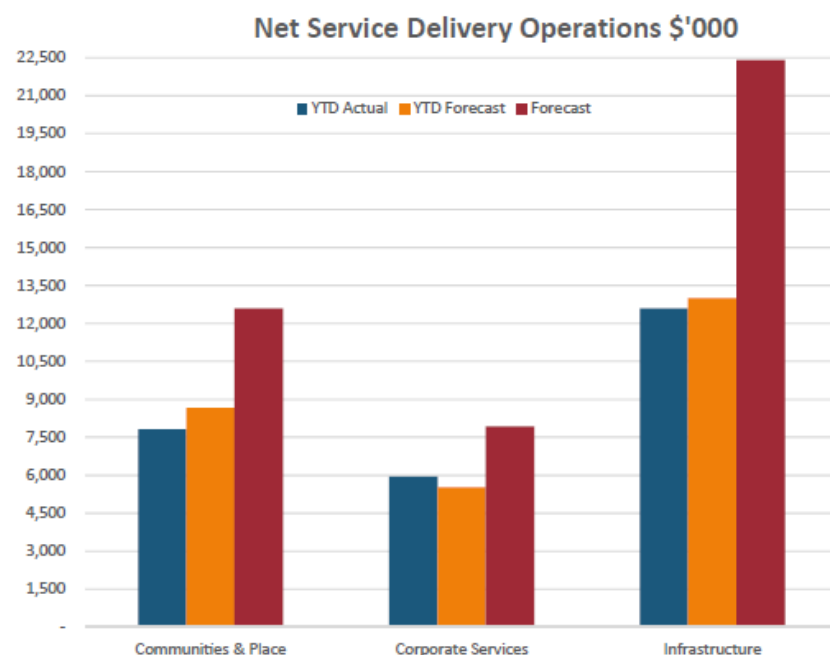
Several Council-owned precincts under development to facilitate sale for industrial or commercial use.

- Burnt Creek stage 1 sales underway
- Wimmera Agriculture and Logistics Hub stage 1 sales underway (WAL Hub)
- Burnt Creek stage 2 drainage and road design underway
- Enterprise Estate planning commenced

- Enterprise Estate Cultural Heritage Assessment commissioned

# Appendix 1: Finance & Performance to 31 March 2023 (Detailed)

## Financial Snapshot



### FINANCE & PERFORMANCE OBSERVATIONS:

#### Service Delivery Operations

This chart above displays the NET (*Expenditure less Revenue*) balance of operations for each directorate.

(see page 3 for further breakdown).

#### Capital Spend

Variance of \$5.074 million to Forecast  
(see page 4 for further breakdown)

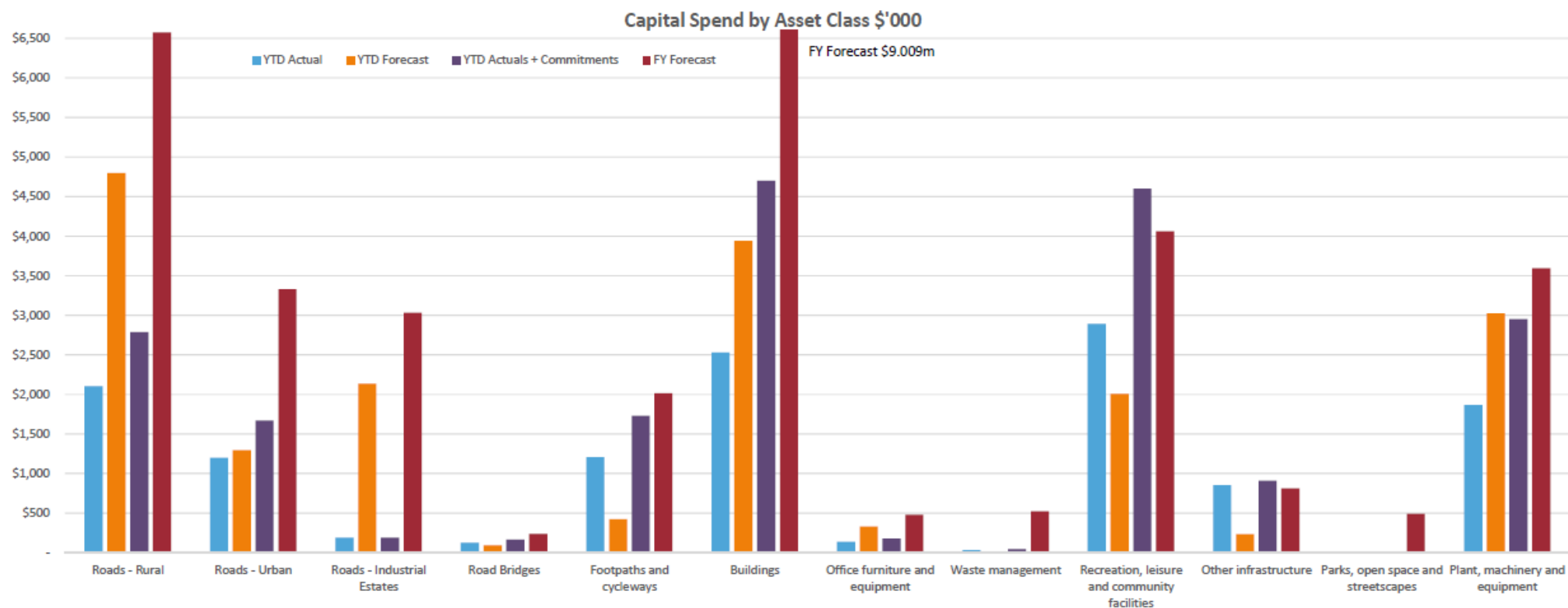
#### Initiatives Spend

Variance of \$0.687 million to Forecast

## Service Delivery Operations (NET) \$'000

Key variances: \$'000	Adopted Budget	Full Year Forecast	YTD Forecast	YTD Actual	YTD Variance	Variance %	Commitments
Corporate Services	7,824	8,171	5,710	6,034	-323	-5.7%	321
Management & Admin	1,677	1,677	1,264	1,431	-168	-13.3%	41
Accounting Services	967	967	678	789	-111	-16.3%	101
General Revenue	230	230	144	139	6	4.0%	-
Revenue Services	425	425	285	221	64	22.4%	11
People & Culture	877	1,080	767	923	-157	-20.4%	25
Information Technology	1,295	1,353	865	893	-29	-3.3%	101
Community Relations and Advocacy	515	515	314	336	-22	-7.0%	15
Governance	1,839	1,924	1,393	1,301	92	6.6%	28
<b>Communities &amp; Place</b>	<b>6,768</b>	<b>7,676</b>	<b>5,444</b>	<b>3,874</b>	<b>1,571</b>	<b>28.9%</b>	<b>435</b>
Management & Admin	667	667	468	443	25	5.4%	5
Social Infrastructure Support	873	979	595	456	139	23.4%	3
Performing Arts	1,147	1,154	862	431	431	50.0%	21
Visual Arts	226	330	195	128	67	34.3%	4
Aquatic Recreation	769	835	613	627	-14	-2.3%	183
Youth and Early Years	714	847	549	129	421	76.6%	3
Emergency Management	18	174	101	-391	492	485.7%	20
Library	593	593	457	584	-126	-27.6%	13
Economic Development	258	493	378	514	-136	-36.1%	9
Business Development and Tourism	474	531	359	332	27	7.6%	36
Commercial Activities	-60	-60	-3	7	-10	385.8%	-
Strategic Planning Services	303	349	221	185	36	16.2%	27
Statutory Planning & Building Regulations	548	548	392	270	122	31.0%	81
Environmental Health	113	113	45	64	-19	-42.8%	21
Community Safety	107	107	95	72	24	24.8%	0
Animal Management	1	1	87	87	-0	0.0%	9
Parking & Traffic Management	16	16	27	-66	93	342.7%	0
<b>Infrastructure</b>	<b>11,906</b>	<b>12,148</b>	<b>8,200</b>	<b>7,521</b>	<b>679</b>	<b>8.3%</b>	<b>385</b>
Operations Management	157	157	118	83	35	29.4%	1
Mgt and Admin Infrastructure Services	807	908	558	563	-6	-1.0%	17
Engineering Services	1,796	1,865	1,242	1,009	233	18.7%	128
Infrastructure - Urban	1,683	1,821	1,099	972	127	11.6%	100
Infrastructure - Rural	2,106	2,106	1,388	1,391	-3	-0.2%	4
Parks & Gardens	2,799	2,922	2,071	1,948	123	5.9%	29
Streetscape & Public Conveniences	1,276	1,276	849	835	14	1.6%	58
Sports & Recreation	592	614	466	406	60	12.8%	12
Commercial Operations	-207	-445	-151	-164	14	-9.0%	8
Emergency Support	8	8	2	2	-0	-13.6%	0
Natural Resource Management	85	113	39	-22	62	157.4%	15
Strategic Asset Management	582	582	351	339	12	3.5%	3
Sustainability	222	222	168	159	9	5.5%	10
<b>Waste Management</b>	<b>719</b>	<b>765</b>	<b>-2,233</b>	<b>-1,913</b>	<b>-320</b>	<b>14.3%</b>	<b>240</b>
Waste Management Services	719	765	-2,233	-1,913	-320	14.3%	240

### Capital (excluding unfunded grant dependant projects)



#### Comments:

The adopted budget for capital expenditure excluding reserve allocations is \$21.296m.

The forecast budget is \$37.131m after recognising carried forward works and grants received after the budget was adopted.

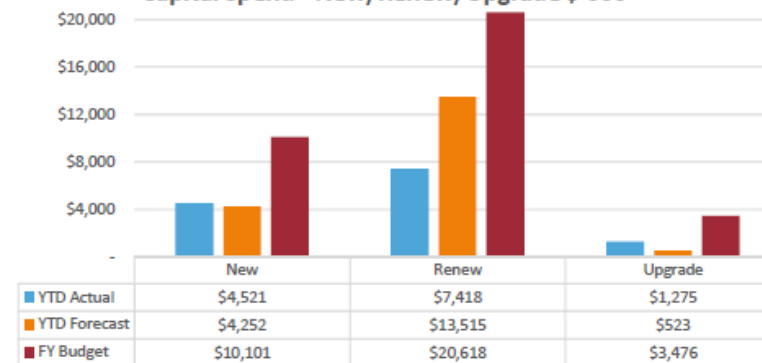
For funded projects variance between YTD actuals & YTD forecast are as follows;

\$4.699m Roads (\$1.129m of commitments)

\$1.409m Buildings (\$2.170m of commitments)

\$1.159m Plant, Machinery & Equipment (\$1.084m of commitments)

### Capital Spend - New/Renew/Upgrade \$'000



### Contract Variations & New Contracts - [January to March Quarter](#)

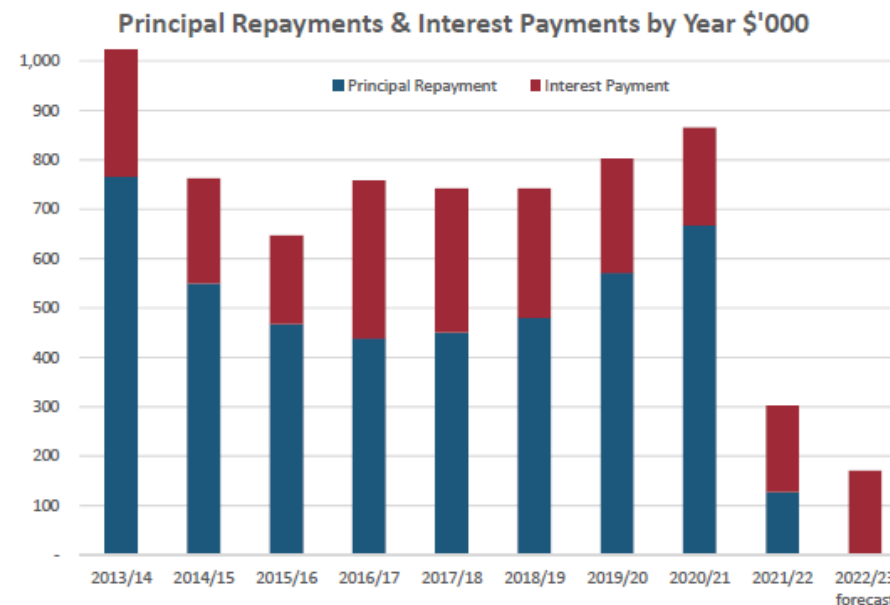
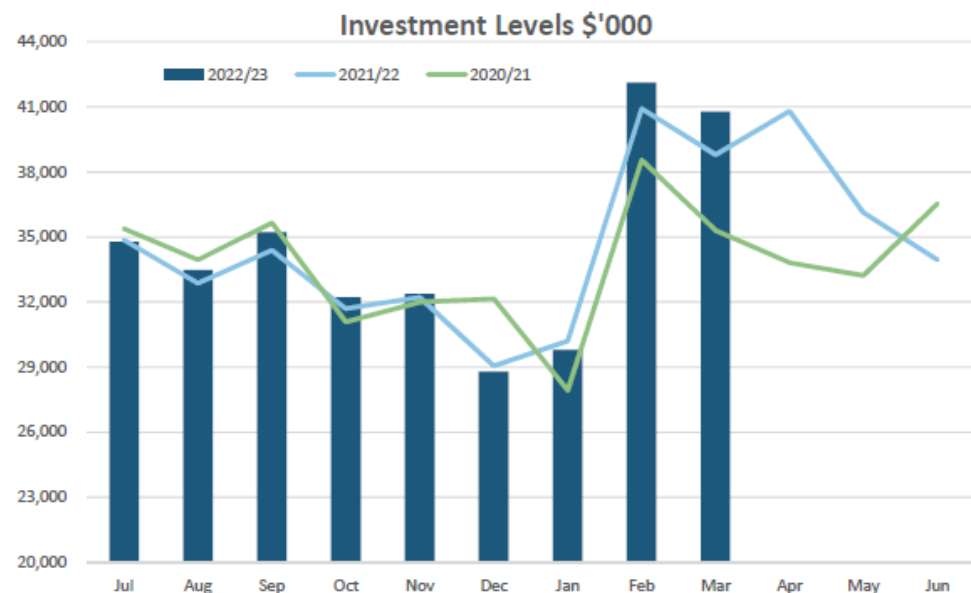
#### Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contractor	Contract Description	Description of Variation	Variation
1	16-025B	9/01/2023	CEO	Woodys Cleaning	Cleaning HTH, Art Gallery, Wesley, Jubilee	Additional cleaning	\$365
2	16-025B	13/02/2023	CEO	Woodys Cleaning	Cleaning HTH, Art Gallery, Wesley, Jubilee	Decreased cleaning Jubilee	-\$431
3	23-012	1/03/2023	J Martin	Wimmera Mallee Waste	Food & Garden Organics (FOGO) Recycling Services	Storage of kerbside collected glass - Laharum	\$25,152
4	VP327655	2/03/2023	J Martin	MASTEC Australia	Supply & Distribution of Mobile Garbage Bins - FOGO	Installation of stickers on bin lids	\$18,150
5	21-037	27/03/2023	Council	Fleetwood Urban	Hamilton Street Pedestrian Bridge	Construction of northward facing ramp	\$304,350

#### New Contracts Signed off by the Council, the Chief Executive Officer or a Director - (GST exclusive)

Item No	Contract No	Date Approved	Required Signatories	Contractor	Contract Description	Contract Value
1	23-012	30/01/2023	Council	GRETA - Wimmera Mallee Waste	Food and Garden Organics (FOGO) Recycling Services	Rates
2	23-015	7/02/2023	K O'Brien	Stafford Strategy	Horsham Flight Hub Master Plan (Feasibility & Business Plan Phase)	\$119,980
3	23-011	27/02/2023	Council	Willmore Contractors	Reconstruction of Hocking Street	\$566,970
4	23-017	27/02/2023	Council	Locks Constructions	City Oval Netball Court Construction	\$880,000
5	23-016	27/03/2023	Council	Glover Earthmoving	North East Wonwondah Road Reconstruction	\$866,029
6	23-020	27/03/2023	Council	Mintern	Reconstruction of Frederick Street	\$321,108

## Investments &amp; Loans



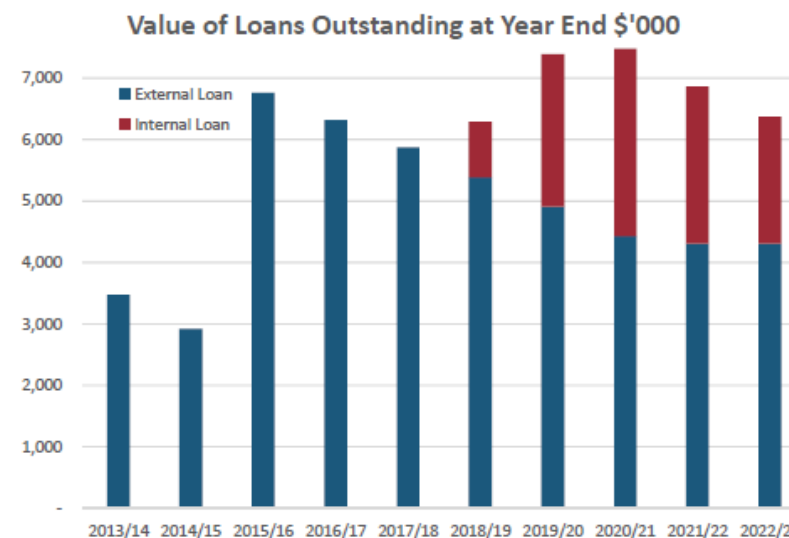
	Interest Rate	
Corporate Investment Account	3.80%	
11 Term Deposits	2.59% - 4.74%	Ranging 196 Days to 308 Days
Last investment	4.74%	287 Days 06/03/2023 to 18/12/2023

## Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 23	Start Date	Year End Date	No. of Years
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	23 Jun 26	10 I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	23 Jun 26	10 I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	23 Jun 26	10 I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	23 Jun 26	10 I
*Horsham North Community & Childrens Hub		900,000	400,000	23 Jun 18	23 Jun 28	10 P
*Livestock roofing		1,887,143	1,517,143	29 Jun 20	29 Jun 44	24 P
*HACC redundancies		955,000	155,000	29 Jun 21	29 Jun 23	3 P

\* Funded from internal cash reserves

Loan borrowings of \$1,000,000 have been included in the 2022/23 budget for City Oval/Sawyer Park construction.



## **PURPOSE**

To outline Horsham Rural City Council's expectations for effective fraud and corruption control.

## **1. INTRODUCTION**

The Horsham Rural City Council is committed to the prevention, deterrence and investigation of all forms of fraud and corruption. Fraud and corruption can be damaging to the Council through financial loss, loss of public confidence and adverse publicity. Council will not tolerate fraud or corruption – Councillors and Council officers shall at all times act ethically and in accordance with relevant codes of conduct.

## **2. SCOPE**

This Policy applies to all Councillors, Council employees, contractors and volunteers engaged directly by the Horsham Rural City Council as well as its agents and contractors either engaged by Council or by an authorised contractor of the Horsham Rural City Council.

## **3. PRINCIPLES**

- 3.1 Fraud and corruption are taken seriously at Horsham Rural City Council with zero tolerance of fraudulent activity or corrupt conduct.
- 3.2 Employees and other workplace participants must abide by the Staff Code of Conduct and must not engage in fraud and corruption. Councillors must abide by the Councillor Code of Conduct and not engage in fraud and corruption
- 3.3 Councillors, employees and other workplace participants who suspect or have knowledge of fraudulent activity or corrupt conduct have an obligation to immediately report the matter to the Independent Broad-based Anti-corruption Commission (IBAC)
- 3.4 Disclosures of fraud or corruption may attract protections under the Public Interest Disclosures Act 2012
- 3.5 No Councillor, employee or other workplace participant is to examine a case or seek evidence about fraud or corruption, other than those authorised to undertake investigations.
- 3.6 All suspected fraudulent or corrupt activities will be investigated and may attract criminal, civil, administration, or disciplinary sanctions.
- 3.7 Horsham Rural City Council has appropriate strategies and resources in place to manage its fraud and corruption risks as outlined in the Fraud and Corruption Control Framework (the Framework)
- 3.8 Horsham Rural City Council will undertake a fraud risk assessment at least every two years as part of a biennial review of the Framework.
- 3.9 This policy gives effect to Section 9 of the *Local Government Act 2020* that specifies the overarching governance principles and supporting principles that Council must adhere to in the performance of its role and functions.

#### 4. COMMUNICATION

This policy is available on the Councillor portal, Council's Intranet, at staff induction, staff/team meetings, leadership team meetings, etc.

#### 5. RESPONSIBILITY

**Policy Owner:** Director Corporate Services

This Policy will be reviewed every 2 years or earlier as required by changed circumstances including changes to legislation and plans, strategies or policies of HRCC with input from the Audit and Risk Committee as per the committee's Charter.

#### 6. DEFINITIONS

Term	Meaning
Corruption	<p>Corruption is the misuse of public power or position. It includes where a public officer abuses their position of trust to achieve personal advantage or advantage for another person or organisation and acts contrary to the interests of the organisation.</p> <p>Corruption also occurs where a person adversely affects the honest performance of a public officer or public body in the exercise of public functions or powers. For example the manipulation of documents for a permit application may lead to unfair selection.</p>
Fraud	<p>Fraud is dishonest activity causing actual or potential gain or loss to any person or organisation (including theft of money or other property) by employees or persons external to the organisation, and/or where deception is used at the time, immediately before or immediately following the activity.</p> <p>Fraud also includes the deliberate falsification, concealment, destruction, or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal benefit.</p>
Independent Broad-based Anti-corruption Commission (IBAC)	Victoria's agency responsible for preventing and exposing public sector corruption.
Investigation	Investigation means a search for evidence connecting or tending to connect a person (either a natural person or a body corporate) with conduct that infringes the criminal law or the policies and standards set by the Council.
Workplace participant	For the purpose of this policy, contractors and volunteers engaged directly by the Horsham Rural City Council as well as its agents and contractor

## 7. SUPPORTING DOCUMENTS

Document	Location
<a href="#">Councillor Code of Conduct</a>	Councillor Portal and Website
<a href="#">Conflict of Interest Procedure</a>	Intranet
<a href="#">Disciplinary (inc Managing Underperformance) Procedure</a>	Intranet
Fraud and Corruption Control Framework *new	Intranet
<a href="#">Gifts, Benefits and Hospitality Policy</a>	Intranet and Website
<a href="#">Public Interest Disclosure Procedure</a>	Intranet and Website
<a href="#">Risk Management Policy</a>	Intranet
<a href="#">Staff Code of Conduct</a>	Intranet
<b>Legislation and Guidelines</b>	
Australian Standard on Fraud Control and Corruption Control (AS 8001:2021)	
Australian Standard in Risk Management (ISO 3100:2018)	
<a href="#">IBAC Guidelines</a>	Website
<a href="#">Local Government Act 2020</a>	Website
<a href="#">Public Interest Disclosure Act 2012</a>	Website

## 8. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	09 Dec 2013	EMG	<ul style="list-style-type: none"> <li>New Policy</li> </ul>	09 Dec 2016
02	09 Dec 2017	EMG	<ul style="list-style-type: none"> <li>Amended to reference the Protected Disclosure Act 2012 and align with the new policy template</li> </ul>	09 Dec 2020
03	xx June 2023	Council	<ul style="list-style-type: none"> <li>Amended to reflect revised standard and the LGA 2020</li> <li>Rescind procedure and include framework</li> </ul>	xx June 2025

# FRAUD AND CORRUPTION CONTROL FRAMEWORK

Horsham Rural City Council does not tolerate fraud or improper conduct by its employees, officers or Councillors, nor the taking of reprisal against those who come forward to disclose such conduct.

Council is committed to providing an organisational culture supported by appropriate policies and procedures to prevent fraud and corruption.

The Fraud and Corruption Control Framework provides a high-level overview of the mechanisms in place to prevent, detect and respond to fraud and corruption incidents, demonstrating compliance with the Standard.



**Leadership  
and Culture**

**Policy, Legislation  
and Governance**

**Prevent  
Detect  
Respond**

**Monitor  
Evaluate  
Report**

## 1. FOUNDATIONS OF FRAUD AND CORRUPTION CONTROL: PLANNING AND RESOURCING



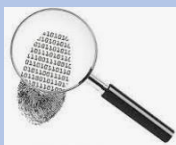
### Prevent

Proactive elements  
to prevent fraud and  
corruption

**Ethical culture:** All Councillors and Staff are responsible for the development and maintenance of an ethical culture. The Codes of Conduct detail the ethical values and principles that are expected of all staff and Councillors of Horsham Rural City Council.

**Fraud and Corruption Policy and Framework:** Council ensures that it has Fraud and Corruption Control Policy and Framework in place. Line Managers shall set the example in regard to exercising and demonstrating high levels of integrity in the execution of their roles and functions by regularly reminding employees of the importance of complying with the Code of Conduct, the Fraud and Corruption Control Policy and Framework. The Audit and Risk Committee will periodically monitor, review and provide advice on fraud and corruption prevention systems and controls.

**Raising awareness:** Induction, Governance Onboarding and online training is Council's method for ensuring that all employees and Councillors are aware of their responsibilities and the expectations for ethical behaviour while representing Council in their duties. Fraud and Corruption controls are available to staff and Councillors through Council's intranet including links to all relevant documents, any substantive changes in the policy, framework or Codes of Conduct will be communicated to all staff and Councillors.



### Detect

Actions to increase  
the likelihood of  
detecting fraud and  
corruption

**External Audits:** Auditors can detect material misstatements in Councils financial records due to fraud or error. Auditors meet quarterly with the Audit and Risk Committee where they report on the audit methodology and present a closing report.

**Reporting:** Council encourages all Councillors and Staff to maintain awareness and vigilance in regard to fraud and corruption. No individual reporting suspected fraud or otherwise participating in the investigation of fraud will be discriminated against. Public Interest Disclosure Procedure is available to all Councillors and Staff and includes all avenues for reporting.

**Mandatory Reporting:** The CEO will notify IBAC of any matter they suspect on reasonable grounds to involve corrupt conduct occurring or having occurred.



### Respond

Actions to respond to  
detected fraud and  
corruption incidents

**Internal Investigations:** Upon receipt of a report of fraudulent or corrupt behaviour, or suspected behaviour, Council will as soon as practicable ensure that an investigation is conducted into the alleged misconduct. A disclosure about a Councillor must be made directly to the Independent broad-based anti-corruption commission (IBAC) or the Ombudsman.

**External Investigations:** The trigger for external investigation will be any matter that has clear evidence of criminal activity or cannot be adequately resourced internally either by way of complexity or drain on internal resources.

Council's responses to investigations may include disciplinary action, reporting to Victoria Police and/or Civil Action to recover losses.

## 2. FRAUD AND CORRUPTION CONTROL FRAMEWORK ELEMENTS

This framework forms the foundation of fraud and corruption control at Council and is to be read in conjunction with policies and procedures listed below.

COMMUNICATION INTENT	IDENTIFYING RISKS	LIMITING OPPORTUNITIES	RAISING AWARENESS	MONITORING
<ul style="list-style-type: none"> <li>• Fraud and Corruption Control Policy</li> <li>• Fraud and Corruption Control Framework</li> <li>• Employee Code of Conduct</li> <li>• Councillor Code of Conduct</li> <li>• HRCC Workplace Values</li> <li>• Procurement Policy</li> <li>• Procurement Procedure</li> <li>• Procurement Evaluation Tools</li> <li>• Public Interest Disclosure Procedure (including mandatory reporting by CEO)</li> <li>• Gifts, Benefits and Hospitality Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Assessments / Risk Register</li> <li>• Risk Management Framework</li> <li>• Biannual Procurement Reports</li> <li>• Recruitment Vetting (Police Checks, Referees, Qualifications, Conflict of Interest etc)</li> <li>• Supplier / Customer Vetting (Financial Checks – Risk &amp; Failure Reports for larger contracts)</li> <li>• The IBAC / VAGO / Ombudsman publications</li> </ul>	<ul style="list-style-type: none"> <li>• Internal controls including but not limited to: system controls (Finance, Human Resources, Secure sign in, eProcure, Risk Register)</li> <li>• Internal Audit actions Compliance Review actions</li> <li>• Recruitment Policy and Recruitment Procedure</li> <li>• Delegations, Authorisation procedures</li> <li>• Conflict of Interest Procedure, declaration and register, Gift register</li> <li>• IT system access controls</li> <li>• Exemption reporting i.e. Payroll, accounts payable etc</li> <li>• Segregation of duties</li> <li>• Vendor Master file cleansing</li> <li>• Dual authorisation payroll EFT payments</li> </ul>	<ul style="list-style-type: none"> <li>• Online learning modules, Fraud and Corruption Awareness</li> <li>• Mandatory specific training for all financial delegation holders</li> <li>• Organisational induction and onboarding training</li> <li>• Governance onboarding</li> <li>• Contractor Induction Training</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management Committee</li> <li>• Internal Auditor, Plan and ad hoc audits</li> <li>• External Audit, VAGO</li> <li>• Audit and Risk Committee</li> <li>• EMT Monitoring i.e. excess staff leave balance</li> </ul>

### 3. RESPONSIBILITY

Responsibility for the prevention and detection of fraud and corruption and for the implementation and operation of controls that minimise fraudulent and corrupt activity within their areas of responsibility rests with all level of managements, Councillors, staff, volunteers and agency or contract staff who represent Council.

ROLE	RESPONSIBILITY
<b>Councillors</b>	<p>As part of their sworn oath (or affirmation) as elected representatives, Councillors have a duty to ensure that Council assets and resources are safeguarded from fraudulent and corrupt conduct, and to ensure that Council's powers, duties and responsibilities are exercised in an open, fair and proper manner to the highest standards of probity.</p> <p>Councillors must lead by example and genuinely commit to fraud and corruption control by raising awareness and ensuring that associated risks are considered in their dealing with the CEO, Council Officers and members of the public.</p> <p>Councillors are responsible for reporting any suspected fraud and corruption of the CEO to IBAC.</p>
<b>Chief Executive Officer</b>	<p>The Chief Executive Officer (CEO) has ultimate accountability for fraud and corruption control within Council and ensuring policies, procedures are followed, and that appropriate governance structures are in place and are effective.</p> <p>Expeditiously reporting to IBAC, relevant agencies and the Audit and Risk Committee in accordance with this policy.</p>
<b>Executive Management Team</b>	<p>Ensuring Fraud and Corruption Control is embedded into enterprise risk management.</p> <p>Monitoring the implementation of this policy.</p> <p>Reviewing the annual risk assessment and assisting in establishing a Fraud and Corruption Control Plan.</p> <p>Championing ethical behaviour and fraud and corruption awareness within Council.</p> <p>Assisting with the handling of any incidents as appropriate.</p> <p>Working in partnership with the Manager People, Culture and Performance in relation to training and awareness of fraud and corruption across the organisation.</p> <p>Monitoring compliance with associated codes of conduct, policies and procedures.</p> <p>Receiving reports on actual incidences of fraud and corruption.</p>
<b>Audit &amp; Risk Committee</b>	<p>Reviewing and endorsing this Policy and reviewing the mechanisms in place to comply with the Policy including an annual risk assessment and control plan.</p> <p>Considering the adequacy of actions taken to prevent, detect and respond to fraud and corruption.</p> <p>Receiving reports on actual incidences of fraud and corruption.</p> <p>Ensuring fraud and corruption control is adequately considered in the Internal Audit Strategic Plan.</p>

<b>External Auditors (VAGO) role in the detection of fraud and corruption</b>	<p>The Victorian Auditor General's Office (VAGO) is the external auditor for Horsham Rural City Council. VAGO has an obligation to consider the risk of fraud and corruption in performing the external audit. Council will engage with VAGO in an open and collaborative manner to assist VAGO in the discharge of its obligations including:</p> <ul style="list-style-type: none"> <li>- Sharing findings of Council's fraud and corruption risk assessments and the results of any investigations undertaken into fraudulent or corrupt behaviour</li> <li>- Providing VAGO with Council's Fraud and Corruption Control Framework focussing on the importance Council places on fraud and corruption</li> <li>- Offering such assistance as the auditor may require enabling a more comprehensive understanding of Council's approach to fraud and corruption management.</li> </ul>
<b>Public Interest Disclosure Co-ordinator and Officers</b>	<p>Receiving allegations of fraud and corruption (where the disclosure falls within the <i>Protected Disclosure Act 2012</i>). Please refer to Horsham Rural City Council's Public Interest Disclosure Procedure, including the Roles and Responsibilities.</p> <p>Council's Public Interest Disclosure Co-ordinator is the Chief Executive Officer and the Public Interest Disclosure Officer is the Director Corporate Services.</p>
<b>Managers, Co-ordinators and Team Leaders</b>	<p>Complying with this Policy and promoting awareness and compliance with this Policy to staff, contractors and volunteers who fall within the area of responsibility of their Department.</p> <p>Identifying and documenting fraud and corruption risk as business as usual and after organisational change.</p> <p>Ensuring strong fraud and corruption risk control exist, are recorded on their respective departmental operational risk registers and are complied with by all staff and frequently reviewed.</p> <p>Educating their staff about fraud and corruption controls and procedures following the detection of fraud and corruption.</p> <p>Continuously promoting ethical behaviour by their actions and advice.</p>
<b>Governance Co-ordinator</b>	<p>Responsible for reviewing and updating Council's Fraud and Corruption Control Policy.</p> <p>Responsible for maintaining Council's confidential Fraud and Corruption Incident Register.</p> <p>Support the CEO in expeditiously reporting to IBAC, relevant agencies and the Audit and Risk Committee in accordance with this policy.</p>
<b>IT Co-ordinator</b>	<p>Ensuring the security of electronic records secured against unauthorised access or use, audit actual use of those records and reporting any irregular transactions or misuse of IT services and equipment.</p> <p>Co-ordinate access to IT records, equipment and service for matters that require investigation.</p>
<b>Council staff, contractors and volunteers</b>	<p>To be aware of and understand their obligations in identifying and reporting any risks, exposures or suspected fraudulent activities.</p>



# GOVERNANCE RULES

## JUNE 2023

(ADOPTED BY COUNCIL: \*\* JUNE 2023)

## GOVERNANCE RULES

### Introduction

#### 1. Nature of Rules

These are the Governance Rules of Horsham Rural City Council, made in accordance with section 60 of the *Local Government Act 2020*.

#### 2. Date of Commencement

These Governance Rules commence following adoption by Council (date to be included).

#### 3. Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Disclosure of Conflicts Of Interest
Chapter 6	Miscellaneous
Chapter 7	Election Period Policy

#### 4. Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

*Act* means the *Local Government Act 2020*.

*attend*, *attending* and *in attendance* include attend, attending or in attendance by electronic means. *Chief Executive Officer* includes an Acting Chief Executive Officer.

*Community Asset Committee* means a Community Asset Committee established under section 65 of the Act.

*Council* means Horsham Rural City Council.

*Council meeting* has the same meaning as in the Act.

*Delegated Committee* means a Delegated Committee established under section 63 of the Act.

*Mayor* means the Mayor of Council.

*these Rules* means these Governance Rules

*written* includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and writing has a corresponding meaning.

## Chapter 1 – Governance Framework

### 1. Context

*These Rules* should be read in the context of and in conjunction with:

- (a) the overarching governance principles specified in section 9(2) of the *Act*; and
- (b) the following documents adopted or approved by *Council*:
  - (i) Council Plan; and
  - (ii) Councillor Code of Conduct.

### 2. Decision Making

- (a) In any matter in which a decision must be made by *Council* (including persons acting with the delegated authority of *Council*), *Council* must consider the matter and make a decision:
  - (i) fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
  - (ii) on the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations
- (b) *Council* must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).
- (c) Without limiting anything in paragraph (b) of this sub-Rule:
  - (i) before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;
  - (ii) if a report to be considered at a *Council meeting* concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;
  - (iii) if a report to be considered at a *Delegated Committee* meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and
  - (iv) if a member of Council staff proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the member of Council staff must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their views and their interests considered.

## Chapter 2 – Meeting Procedure for Council Meetings

### Contents

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## Part A – Introduction

### 1. Title

This Chapter will be known as the "Meeting Procedure Chapter".

### 2. Purpose of this Chapter

The purpose of this Chapter is to:

- 2.1 provide for the election of the Mayor and any Deputy Mayor;
- 2.2 provide for the appointment of any Acting Mayor; and
- 2.3 provide for the procedures governing the conduct of *Council meetings*.

### 3. Definitions and Notes

3.1 In this Chapter:

"*agenda*" means the notice of a meeting setting out the business to be transacted at the meeting;

"*Chair*" means the Chairperson of a meeting and includes a Councillor who is appointed by resolution to chair a meeting under section 61(3) of the *Act*;

"*minute book*" means the collective record of proceedings of *Council*;

"*municipal district*" means the municipal district of *Council*;

"*notice of motion*" means a notice setting out the text of a motion, which it is proposed to move at the next relevant meeting;

"*notice of rescission*" means a *notice of motion* to rescind a resolution made by *Council*; and

3.2 Introductions to Parts, headings and notes are explanatory notes and do not form part of this Chapter. They are provided to assist understanding.

## Part B – Election of Mayor, Deputy Mayor and Chairs of Delegated Committees

**Introduction:** This Part is concerned with the annual election of the *Mayor*. It describes how the *Mayor* is to be elected.

### 4. Election of the *Mayor*

The *Chief Executive Officer* must facilitate the election of the *Mayor* in accordance with the provisions of the *Act*.

### 5. Method of Voting

The election of the *Mayor* must be carried out by a show of hands or such other visual or audible means as the *Chief Executive Officer* determines.

### 6. Determining the election of the *Mayor*

- 6.1 The *Chief Executive Officer* must open the meeting at which the *Mayor* is to be elected, and invite nominations for the office of *Mayor*.
- 6.2 Any nominations for the office of *Mayor* must be:
  - 6.2.1 in writing and in a form prescribed by the *Chief Executive Officer*; and
  - 6.2.2 seconded by another Councillor.
- 6.3 Once nominations for the office of *Mayor* have been received, the following provisions will govern the election of the *Mayor*:
  - 6.3.1 if there is only one nomination, the candidate nominated must be declared to be duly elected;
  - 6.3.2 if there is more than one nomination, the Councillors present at the meeting must vote for one of the candidates;
  - 6.3.3 in the event of a candidate receiving an absolute majority of the votes, that candidate is declared to have been elected;
  - 6.3.4 in the event that no candidate receives an absolute majority of the votes, and it is not resolved to conduct a new election at a later date and time, the candidate with the fewest number of votes must be declared to be a defeated candidate. The Councillors present at the meeting must then vote for one of the remaining candidates;
  - 6.3.5 if one of the remaining candidates receives an absolute majority of the votes, he or she is duly elected. If none of the remaining candidates receives an absolute majority of the votes, the process of declaring the candidates with the fewest number of votes a defeated candidate and voting for the remaining candidates must be repeated until one of the candidates receives an absolute majority of the votes. That candidate must then be declared to have been duly elected;
  - 6.3.6 in the event of two or more candidates having an equality of votes and one of them having to be declared:
    - (a) a defeated candidate; and
    - (b) duly elected

the declaration will be determined by lot.

- 6.3.7 if a lot is conducted, the *Chief Executive Officer* will have the conduct of the lot and the following provisions will apply:
- (a) each candidate will draw one lot;
  - (b) the order of drawing lots will be determined by the alphabetical order of the surnames of the Councillors who received an equal number of votes except that if two or more such Councillors' surnames are identical, the order will be determined by the alphabetical order of the Councillors' first names; and
  - (c) as many identical pieces of paper as there are Councillors who received an equal number of votes must be placed in a receptacle. If the lot is being conducted to determine who is a defeated candidate, the word "Defeated" shall be written on one of the pieces of paper, and the Councillor who draws the paper with the word "Defeated" written on it must be declared the defeated candidate (in which event a further vote must be taken on the remaining candidates unless there is only one candidate remaining, in which case that candidate will be declared to have been duly elected).

## **7. Election of Deputy Mayor and Chairs of Delegated Committees**

Any election for:

- 7.1 any office of Deputy Mayor; or
- 7.2 Chair of a *Delegated Committee*

will be regulated by Rules 4-6 (inclusive) of this Chapter, as if the reference to the:

- 7.3 *Chief Executive Officer* is a reference to the *Mayor*; and
- 7.4 *Mayor* is a reference to the Deputy Mayor or the Chair of the *Delegated Committee* (as the case may be).

## **8. Appointment of Acting Mayor**

If *Council* has not established an office of Deputy Mayor and it becomes required to appoint an Acting Mayor, it can do so by:

- 8.1 resolving that a specified Councillor be so appointed; or
  - 8.2 following the procedure set out in Rules 5 and 6 (inclusive) of this Chapter,
- at its discretion.

## **9. Ceremonial Mayoral Speeches**

- 9.1 Upon being elected, the *Mayor* and outgoing *Mayor* may make a ceremonial speech.
- 9.2 The purpose of the ceremonial Mayoral speeches is to highlight priorities for the year ahead and the previous year.

## Part C – Meetings Procedure

**Introduction:** This Part is divided into a number of Divisions. Each Division addresses a distinct aspect of the holding of a meeting. Collectively, the Divisions describe how and when a meeting is convened, when and how business may be transacted at a meeting.

### Division 1 – Notices of Meetings and Delivery of Agendas

#### 10. Dates and Times of Meetings Fixed by Council

Subject to Rule 12, *Council* must from time to time fix the date, time and place of all *Council meetings*.

#### 11. Council May Alter Meeting Dates

*Council* may change the date, time and place of any *Council meeting* which has been fixed by it and must provide reasonable notice of the change to the public.

#### 12. Meetings Not Fixed by Council (Unscheduled or Special Meetings)

- 12.1 The *Mayor* or at least 3 Councillors may by a *written* notice call a *Council meeting*.
- 12.2 The notice must specify the date and time of the *Council meeting* and the business to be transacted.
- 12.3 The *Chief Executive Officer* must convene the *Council meeting* as specified in the notice.
- 12.4 Unless all Councillors are in attendance and unanimously agree to deal with any other matter, only the business specified in the *written* notice can be transacted at the *Council meeting*.

#### 13. Notice Of Meeting

- 13.1 A notice of meeting, incorporating or accompanied by an *agenda* of the business to be dealt with, must be delivered or sent electronically to every Councillor for all *Council meetings* at least 96 hours before the meeting.
- 13.2 Notwithstanding sub-Rule 13.1, a notice of meeting need not be delivered or sent electronically to any Councillor who has been granted leave of absence unless the Councillor has requested the *Chief Executive Officer* in *writing* to continue to give notice of any meeting during the period of their absence.
- 13.3 That the agenda be made available to members of the public by 5pm 4 days prior to the meeting via the website.
- 13.4 Reasonable notice of each *Council meeting* must be provided to the public. *Council* may do this:
  - 13.4.1 for *meetings* which it has fixed by preparing a schedule of meetings annually, twice yearly or from time to time, and arranging publication of such schedule in a newspaper generally circulating in the *municipal district* either at various times throughout the year, or prior to each such *Council meeting*; and
  - 13.4.2 for any meeting by giving notice on its website and:
    - (a) in each of its Customer Service Centres; and/or
    - (b) in at least one newspaper generally circulating in the *municipal district*.

## Division 2 – Quorums

### 14. Inability To Obtain A Quorum

If after 30 minutes from the scheduled starting time of any *Council meeting*, a quorum cannot be obtained:

- 14.1 the meeting will be deemed to have lapsed;
- 14.2 the *Mayor* must convene another *Council meeting*, the *agenda* for which will be identical to the *agenda* for the lapsed meeting; and
- 14.3 the *Chief Executive Officer* must give all Councillors *written* notice of the meeting convened by the *Mayor*.

### 15. Inability To Maintain A Quorum

- 15.1 If during any *Council meeting*, a quorum cannot be maintained then Rule 14 will apply as if the reference to the meeting is a reference to so much of the meeting as remains.
- 15.2 Sub-Rule 15.1 does not apply if the inability to maintain a quorum is because of the number of Councillors who have a conflict of interest in the matter to be considered.

### 16. Adjourned Meetings

- 16.1 *Council* may adjourn any meeting to another date or time but cannot in the absence of disorder or a threat to the safety of any Councillor or member of Council staff adjourn a meeting in session to another place.
- 16.2 The *Chief Executive Officer* must give *written* notice to each Councillor of the date, time and place to which the meeting stands adjourned and of the business remaining to be considered.
- 16.3 If it is impracticable for the notice given under sub-Rule 16.2 to be in *writing*, the *Chief Executive Officer* must give notice to each Councillor by telephone or in person.

### 17. Time limits for Meetings

- 17.1 A *Council meeting* must not continue after 9:30pm unless a majority of Councillors who are in attendance vote in favour of it continuing.
- 17.2 A meeting cannot be continued for more than 30 minutes (or a further 30 minutes, if a majority of Councillors has already voted to continue it for 30 minutes).
- 17.3 In the absence of such continuance, the meeting must stand adjourned to a time, date and place announced by the *Chair* immediately prior to the meeting standing adjourned. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

### 18. Cancellation or Postponement of a Meeting

- 18.1 The *Chief Executive Officer* following consultation with the *Mayor* if possible may, in the case of an emergency necessitating the cancellation or postponement of a *Council meeting*, cancel or postpone a *Council meeting*.
- 18.2 The *Chief Executive Officer* must present to the immediately following *Council meeting* a *written* report on any exercise of the power conferred by sub-Rule 18.1.

### Division 3 – Business of Meetings

#### 19. Agenda and the Order Of Business

The *agenda* for and the order of business for a *Council meeting* is to be determined by the *Chief Executive Officer* so as to facilitate and maintain open, efficient and effective processes of government.

#### 20. Change To Order Of Business

Once an *agenda* has been sent to Councillors, the order of business for that *Council meeting* may be altered with the consent of *Council*.

#### 21. Urgent Business

If the *agenda* for an *Council meeting* makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

- 21.1 relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
- 21.2 cannot safely or conveniently be deferred until the next *Council meeting*.

#### 22. Councillor Reports and Acknowledgements

- 22.1 Councillors will have up to 3 minutes each to provide their verbal / written reports and acknowledgements at any meeting fixed under Division 1.
- 22.2 Standing Orders will not be suspended during Councillor Reports and Acknowledgements.

### Division 4 – Motions and Debate

#### 23. Councillors May Propose *Notices Of Motion*

Councillors may ensure that an issue is listed on an *agenda* by lodging a *Notice of Motion*.

#### 24. Notice Of Motion

- 24.1 A *notice of motion* must be in *writing* signed by a Councillor, and be lodged with or sent to the *Chief Executive Officer* at least 24 hours before the Agenda is finalised and distributed to allow sufficient time for the Chief Executive Officer to include the *notice of motion* in agenda papers for a *Council meeting*.
- 24.2 The *Chief Executive Officer*, following consultation with the Mayor if possible, may reject any *notice of motion* which:
  - 24.2.1 is vague or unclear in intention
  - 24.2.2 it is beyond *Council's* power to pass; or
  - 24.2.3 if passed would result in *Council* otherwise acting invalidly
 but must:
  - 24.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is practicable to do so; and
  - 24.2.5 notify in *writing* the Councillor who lodged it of the rejection and reasons for the rejection.

- 24.3 The full text of any *notice of motion* accepted by the *Chief Executive Officer* must be included in the *agenda*.
- 24.4 The *Chief Executive Officer* must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- 24.5 Except by leave of *Council*, each *notice of motion* before any meeting must be considered in the order in which they were entered in the notice of motion register.
- 24.6 If a Councillor who has given a *notice of motion* is absent from the meeting or fails to move the motion when called upon by the *Chair*, any other Councillor may move the motion.
- 24.7 If a *notice of motion* is not moved at the *Council meeting* at which it is listed, it lapses.
- 24.8 Unless the Council resolves to relist at a future meeting a Notice of Motion which has been lost or not moved, a similar motion must not be put before the Council for at least three (3) months from the date it was lost.

## **25. Chair's Duty**

Any motion which is determined by the *Chair* to be:

- 25.1 defamatory;
- 25.2 objectionable in language or nature;
- 25.3 vague or unclear in intention;
- 25.4 outside the powers of *Council*; or
- 25.5 irrelevant to the item of business on the *agenda* and has not been admitted as urgent, or purports to be an amendment but is not,

must not be accepted by the *Chair*.

## **26. Introducing a Report**

- 26.1 Before a *written* report is considered by *Council* and any motion moved in relation to such report, a member of Council staff may introduce the report by indicating in not more than 2 minutes:
  - 26.1.1 its background; or
  - 26.1.2 the reasons for any recommendation which appears.
- 26.2 Unless *Council* resolves otherwise, a member of Council staff need not read any written report to *Council* in full.

## **27. Introducing A Motion or an Amendment**

The procedure for moving any motion or amendment is:

- 27.1 the mover must state the motion without speaking to it;
- 27.2 the motion must be seconded and the seconder must be a Councillor other than the mover. If a motion is not seconded, the motion lapses for want of a seconder;
- 27.3 if a motion or an amendment is moved and seconded the *Chair* must ask:

"Is the motion or amendment opposed? Does any Councillor wish to speak to the motion or amendment?"

- 27.4 if no Councillor indicates opposition or a desire to speak to it, the *Chair* may declare the motion or amendment carried without discussion;
- 27.5 if a Councillor indicates opposition or a desire to speak to it, then the *Chair* must call on the mover to address the meeting;
- 27.6 after the mover has addressed the meeting, the seconder may address the meeting or reserve their right to address the meeting later in the debate;
- 27.7 after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting at that point,) the *Chair* must invite debate by calling on any Councillor who wishes to speak against the motion and then any other Councillor for or against the motion in turn; and
- 27.8 if, after the mover has addressed the meeting, the *Chair* has invited debate and no Councillor speaks to the motion, then the *Chair* must put the motion to the vote.

## **28. Right Of Reply**

- 28.1 The mover of a motion, including an amendment, has a right of reply to matters raised during debate.
- 28.2 After the right of reply has been taken but subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion, the motion must immediately be put to the vote without any further discussion or debate.

## **29. Moving An Amendment**

- 29.1 Subject to sub-Rule 29.2 a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- 29.2 A motion to confirm a previous resolution of *Council* cannot be amended.
- 29.3 An amendment must not be directly opposite to the motion.

## **30. Who May Propose An Amendment**

- 30.1 An amendment may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.
- 30.2 Any one Councillor cannot move more than two amendments in succession.

## **31. How Many Amendments May Be Proposed**

- 31.1 Any number of amendments may be proposed to a motion but only one amendment may be accepted by the *Chair* at any one time.
- 31.2 No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

## **32. An Amendment Once Carried**

- 32.1 If the amendment is carried, the motion as amended then becomes the motion before the meeting, and the amended motion must then be put.
- 32.2 The mover of the original motion retains the right of reply to that motion.

### 33. Foreshadowing Motions

- 33.1 At any time during debate a Councillor may foreshadow a motion so as to inform *Council* of their intention to move a motion at a later stage in the meeting dealing with the same subject matter, but this does not extend any special right to the foreshadowed motion.
- 33.2 A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the *Chair* being resolved in a certain way, a Councillor intends to move an alternative or additional motion.
- 33.3 The *Chief Executive Officer* or person taking the minutes of the meeting is not expected to record foreshadowed motions in the minutes until the foreshadowed motion is formally moved.
- 33.4 The *Chair* is not obliged to accept foreshadowed motions.

### 34. Withdrawal Of Motions

- 34.1 Before any motion is put to the vote, it may be withdrawn by the mover and seconder with the leave of *Council*.
- 34.2 If the majority of Councillors objects to the withdrawal of the motion, it may not be withdrawn.

### 35. Separation Of Motions

Where a motion contains more than one part, a Councillor may request the *Chair* to put the motion to the vote in separate parts.

### 36. Chair May Separate Motions

The *Chair* may decide to put any motion to the vote in several parts.

### 37. Priority of address

After a motion is seconded and the mover has addressed the meeting, the seconder may address the meeting or reserve their address until later in the debate. The Chairperson may then call upon any Councillor who wishes to speak against the motion, then any other Councillors for and against the motion then debate in turn.

Except for the purposes of proposing an amendment or for the purposes of raising a point of order no Councillor may speak more than once on any motion.

In the case of competition for the right of speak, the *Chair* must decide the order in which the Councillors concerned will be heard.

### 38. Chair Entitled to Speak For or Against a Motion

The *Chair* is entitled to speak for or against a motion.

### 39. Motions In Writing

- 39.1 The *Chair* may require that a complex or detailed motion be in writing.
- 39.2 *Council* may adjourn the meeting while the motion is being *written* or *Council* may defer the matter until the motion has been *written*, allowing the meeting to proceed uninterrupted.

### 40. Repeating Motion and/or Amendment

The *Chair* may request the person taking the minutes of the *Council meeting* to read the motion or amendment to the meeting before the vote is taken.

#### **41. Debate Must Be Relevant To The Motion**

- 41.1 Debate must always be relevant to the motion before the Chair, and, if not, the *Chair* must request the speaker to confine debate to the motion.
- 41.2 If after being requested to confine debate to the motion before the Chair, the speaker continues to debate irrelevant matters, the *Chair* may direct the speaker to be seated and not speak further in respect of the motion then before the Chair.
- 41.3 A speaker to whom a direction has been given under sub-Rule 41.2 must comply with that direction.

#### **42. Speaking Times**

A Councillor must not speak longer than the time set out below, unless granted an extension by the *Chair*:

- 42.1 the mover of a motion or an amendment which has been opposed: 5 minutes;
- 42.2 any other Councillor: 3 minutes; and
- 42.3 the mover of a motion exercising a right of reply: 2 minutes.

#### **43. Addressing the Meeting**

If the *Chair* so determines:

- 43.1 any person addressing the *Chair* must refer to the *Chair* as:
  - 43.1.1 Madam Mayor; or
  - 43.1.2 Mr Mayor; or
  - 43.1.3 Madam Chair; or
  - 43.1.4 Mr Chair
 as the case may be;
- 43.2 all Councillors, other than the *Mayor*, must be addressed as  
**Cr .....(name).**
- 43.3 all members of Council staff, must be addressed as Mr or Ms  
 .....(name) as appropriate or by their official title.

#### **44. Right to Ask Questions**

- 44.1 A Councillor may, when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Chair.
- 44.2 The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

### **Division 5 – Procedural Motions**

#### **45. Procedural Motions**

- 45.1 Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the *Chair*.



- 45.2 Procedural motions require a seconder.
- 45.3 Notwithstanding any other provision in this Chapter, procedural motions must be dealt with in accordance with the following table:

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**PROCEDURAL MOTIONS TABLE**


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<b>Procedural Motion</b>	<b>Form</b>	<b>Mover &amp; Seconder</b>	<b>When Motion Prohibited</b>	<b>Effect if Carried</b>	<b>Effect if Lost</b>	<b>Debate Permitted on Motion</b>
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking	Motion and any amendment postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking; or (c) When the motion would have the effect of causing <i>Council</i> to be in breach of a legislative requirement	Motion and any amendment postponed but may be resumed at any later meeting if on the agenda	Debate continues unaffected	Yes
3. The closure	That the motion be now put	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	During nominations for <i>Chair</i>	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any Councillor exercising their right to ask any question concerning or arising out of the motion	Debate continues unaffected	No

---

## Division 6 – Rescission Motions

### 46. Notice of Rescission

- 46.1 A Councillor may propose a *notice of rescission* provided:
- 46.1.1 it has been signed and dated by at least three Councillors;
  - 46.1.2 the resolution proposed to be rescinded has not been acted on; and
  - 46.1.3 the *notice of rescission* is delivered to the *Chief Executive Officer* within 24 hours of the resolution having been made setting out -
    - (a) the resolution to be rescinded; and
    - (b) the meeting and date when the resolution was carried.

*It should be remembered that a notice of rescission is a form of notice of motion.*

*Accordingly, all provisions in this Chapter regulating notices of motion equally apply to notices of rescission.*

- 46.2 A resolution will be deemed to have been acted on if:
- 46.2.1 its contents have or substance has been communicated in *writing* to a person whose interests are materially affected by it; or
  - 46.2.2 a statutory process has been commenced
- so as to vest enforceable rights in or obligations on *Council* or any other person.
- 46.3 The *Chief Executive Officer* or an appropriate member of Council staff must defer implementing a resolution which:
- 46.3.1 has not been acted on; and
  - 46.3.2 is the subject of a *notice of rescission* which has been delivered to the *Chief Executive Officer* in accordance with sub-Rule 46.1.3,
- unless deferring implementation of the resolution would have the effect of depriving the resolution of efficacy.

*By way of example, assume that, on a Monday evening, Council resolves to have legal representation at a planning appeal to be heard on the following Monday. Assume also that, immediately after that resolution is made, a Councillor lodges a notice of motion to rescind that resolution. Finally, assume that the notice of rescission would not be dealt with until the next Monday evening (being the evening of the day on which the planning appeal is to be heard).*

*In these circumstances, deferring implementation of the resolution would have the effect of depriving the resolution of efficacy. This is because the notice of rescission would not be debated until after the very thing contemplated by the resolution had come and gone. In other words, by the time the notice of rescission was dealt with the opportunity for legal representation at the planning appeal would have been lost.*

*Sub-Rule 46.3 would, in such circumstances, justify the Chief Executive Officer or an appropriate member of Council staff actioning the resolution rather than deferring implementation of it.*

**47. If Lost**

If a motion for rescission is lost, a similar motion may not be put before *Council* for at least three months from the date it was last lost, unless *Council* resolves that the *notice of motion* be re-listed at a future meeting.

**48. If Not Moved**

If a motion for rescission is not moved at the meeting at which it is listed, it lapses.

**49. May Be Moved By Any Councillor**

A motion for rescission listed on an *agenda* may be moved by any Councillor in attendance but may not be amended.

**50. When Not Required**

50.1 Unless sub-Rule 50.2 applies, a motion for rescission is not required where *Council* wishes to change policy.

50.2 The following standards apply if *Council* wishes to change policy:

50.2.1 if the policy has been in force in its original or amended form for less than 12 months, a *notice of rescission* must be presented to *Council*; and

50.2.2 any intention to change a *Council* policy, which may result in a significant impact on any person, should be communicated to those affected and this may include publication and consultation, either formally or informally.

**Division 7 – Points of Order**

**51. Chair To Decide**

The *Chair* must decide all points of order by stating the provision, rule, practice or precedent which they consider applicable to the point raised without entering into any discussion or comment.

**52. Chair May Adjourn To Consider**

52.1 The *Chair* may adjourn the meeting to consider a point of order but otherwise must rule on it as soon as it is raised.

52.2 All other questions before the meeting are suspended until the point of order is decided.

**53. Dissent From *Chair's* Ruling**

53.1 A Councillor may move that the meeting disagree with the *Chair's* ruling on a point of order, by moving:

"That the *Chair's* ruling [setting out that ruling or part of that ruling] be dissented from".

- 53.2 When a motion in accordance with this Rule is moved and seconded, the *Chair* must leave the Chair and the Deputy Mayor (or, if there is no Deputy Mayor or the Deputy Mayor is not in attendance, temporary *Chair* elected by the meeting) must take their place.
- 53.3 The *Chair*, having left the Chair, is entitled to participate in the debate and vote on the dissent motion.
- 53.4 The Deputy Mayor or temporary *Chair* must invite the mover to state the reasons for their dissent and the *Chair* may then reply.
- 53.5 The Deputy Mayor or temporary *Chair* must put the motion in the following form:  
 "That the *Chair's* ruling be dissented from."
- 53.6 If the vote is in the negative, the *Chair* resumes the Chair and the meeting proceeds.
- 53.7 If the vote is in the affirmative, the *Chair* must then resume the Chair, reverse or vary (as the case may be) their previous ruling and proceed.
- 53.8 The defeat of the *Chair's* ruling is in no way a motion of censure or non- confidence in the *Chair*, and should not be so regarded by the meeting.

#### **54. Procedure For Point Of Order**

A Councillor raising a point of order must:

- 54.1 state the point of order; and
- 54.2 state any section, Rule, paragraph or provision relevant to the point of order before resuming their seat.

#### **55. Valid Points Of Order**

A point of order may be raised in relation to:

- 55.1 a motion, which, under Rule 25, or a question which, under Rule 56, should not be accepted by the *Chair*;
- 55.2 a question of procedure; or
- 55.3 any act of disorder.

Rising to express a difference of opinion or to contradict a speaker is not a point of order.

### **Division 8 – Public Question Time**

#### **56. Question Time**

- 56.1 There must be a public question time at every *Council meeting* fixed under Rule 10 to enable members of the public to submit questions to *Council*.
- 56.2 Sub-Rule 56.1 does not apply during any period when a meeting is closed to members of the public in accordance with section 66(2) of the *Act*.



- 56.3 Public question time will not exceed 15 minutes in duration, however the Council may determine an extension of a further 15 minutes.
- 56.4 Questions submitted to *Council* must be:
- 56.4.1 in *writing*, state the name and address of the person submitting the question and generally be in a form approved or permitted by *Council*; and
- 56.4.2 placed in the receptacle designated for the purpose at the place of the meeting or be lodged electronically at the advertised email address prior to 10am on the day of the *Council meeting*.
- 56.5 No person may submit more than two questions at any one meeting.
- 56.6 If a person has submitted two questions to a meeting, the second question:
- 56.6.1 may, at the discretion of the *Chair*, be deferred until all other persons who have asked a question have had their questions asked and answered; or
- 56.6.2 may not be asked if the time allotted for public question time has expired.
- 56.7 The *Chair* or a member of Council staff nominated by the *Chair* may read to those in attendance at the meeting a question which has been submitted in accordance with this Rule.
- 56.8 A question may be disallowed by the *Chair* if the *Chair* determines that it:
- 56.8.1 relates to a matter outside the duties, functions and powers of *Council*;
- 56.8.2 is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- 56.8.3 deals with a subject matter already answered;
- 56.8.4 is aimed at embarrassing a Councillor or a member of Council staff;
- 56.8.5 relates to personnel matters;
- 56.8.6 relates to the personal hardship of any resident or ratepayer;
- 56.8.7 relates to industrial matters;
- 56.8.8 relates to contractual matters;
- 56.8.9 relates to proposed developments;
- 56.8.10 relates to an item on the agenda;
- 56.8.11 relates to legal advice;
- 56.8.12 relates to matters affecting the security of *Council* property; or
- 56.8.13 relates to any other matter which *Council* considers would prejudice *Council* or any person.
- 56.8.14 A submitter to a question that has been disallowed will be notified in writing the reason/s for not allowing the question.
- 56.8.15 Any question which has been disallowed by the *Chair* must be made available to any other Councillor upon request.

- 56.8.16 All questions and answers must be as brief as possible, and no discussion may be allowed other than by *Councillors* for the purposes of clarification.
- 56.8.17 Like questions may be grouped together and a single answer provided.
- 56.8.18 The *Chair* may nominate a Councillor or the *Chief Executive Officer* to respond to a question.
- 56.8.19 A Councillor or the *Chief Executive Officer* may require a question to be put on notice. If a question is put on notice, a *written* copy of the answer will be sent to the person who asked the question.
- 56.8.20 A Councillor or the *Chief Executive Officer* may advise *Council* that it is their opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or *Chief Executive Officer* (as the case may be) must state briefly the reason why the reply should be so given and, unless *Council* resolves to the contrary, the reply to such question must be so given.

## Division 9 – Petitions and Joint Letters

### 57. Petitions and Joint Letters

- 57.1 Unless *Council* determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next fixed *Council meeting* after that at which it has been presented.
- 57.2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint themselves with the contents of that petition or joint letter, and to ascertain that it does not contain language which is disrespectful towards *Council*.
- 57.3 Every Councillor presenting a petition or joint letter to *Council* must:
  - 57.3.1 write or otherwise record their name at the beginning of the petition or joint letter; and
  - 57.3.2 confine themselves to a statement of the persons from whom it comes, the number of signatories to it, the material matters expressed in it and the text of the prayer or request.
- 57.4 Every petition or joint letter presented to *Council* must be in *writing* (other than pencil), contain the request of the petitioners or signatories and be signed by at least 12 people.
- 57.5 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.
- 57.6 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by *Council*.
- 57.7 Every page of a hard copy petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.
- 57.8 Electronic or online petitions, joint letters, memorials or like applications must contain the name, address and email address of each petitioner or signatory, which

details will, for the purposes of this Rule 57, qualify as the signature of such petitioner or signatory.

- 57.9 If a petition, joint letter, memorial or other like application relates to an operational matter, *Council* must refer it to the *Chief Executive Officer* for consideration.

## **Division 10 – Voting**

### **58. How Motion Determined**

To determine a motion before a meeting, the *Chair* must first call for those in favour of the motion and then those opposed to the motion, and must then declare the result to the meeting.

### **59. Silence**

Subject to Rule 62, voting must take place in silence.

### **60. Recount**

The *Chair* may direct that a vote be recounted to satisfy themselves of the result.

### **61. Casting Vote**

In the event of a tied vote, the *Chair* must exercise a casting vote.

- 61.1 The *Chair* may adjourn a meeting to consider how their casting vote will be cast.

### **62. How Votes Are Cast**

Voting on any matter is by show of hands or such other visible or audible means as the *Chair* determines.

### **63. Procedure For A Division**

- 63.1 Immediately after any question is put to a meeting and before the next item of business has commenced, a Councillor may call for a division.
- 63.2 When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.
- 63.3 When a division is called for, the *Chair* must:
- 63.3.1 first ask each Councillor wishing to vote in the affirmative to raise a hand and, upon such request being made, each Councillor wishing to vote in the affirmative must raise one of their hands or otherwise signify their support in a manner recognised by the *Chair*. The *Chair* must then state, and the *Chief Executive Officer* or any authorised officer must record, the names of those Councillors voting in the affirmative; and
  - 63.3.2 then ask each Councillor wishing to vote in the negative to raise a hand and, upon such request being made, each Councillor wishing to vote in the negative must raise one of his or her hands. The *Chair* must then state, and the *Chief Executive Officer* or any authorised officer must record, the names of those Councillors voting in the negative.

### **64. No Discussion Once Declared**

Once a vote on a question has been taken, no further discussion relating to the question is allowed unless the discussion involves:

- 64.1 a Councillor requesting, before the next item of business is considered, that their opposition to a resolution be recorded in the minutes.; or
- 64.2 foreshadowing a *notice of rescission* where a resolution has just been made, or a positive motion where a resolution has just been rescinded.

*For example, Rule 64 would allow some discussion if, immediately after a resolution was made, a Councillor foreshadowed lodging a notice of rescission to rescind that resolution.*

*Equally, Rule 64 would permit discussion about a matter which would otherwise be left in limbo because a notice of rescission had been successful. For instance, assume that Council resolved to refuse a planning permit application. Assume further that this resolution was rescinded.*

*Without a positive resolution – to the effect that a planning permit now be granted – the planning permit application will be left in limbo. Hence the reference, in sub-Rule 64.2, to discussion about a positive motion were a resolution has just been rescinded.*

## Division 11 – Minutes

### 65. Confirmation of Minutes

- 65.1 At every *Council meeting* the minutes of the preceding meeting(s) must be dealt with as follows:
- 65.1.1 a copy of the minutes must be delivered to each Councillor no later than 96 hours before the meeting;
  - 65.1.2 if no Councillor indicates opposition, the minutes must be declared to be confirmed;
  - 65.1.3 if a Councillor indicates opposition to the minutes:
    - (a) they must specify the item(s) to which they object;
    - (b) the objected item(s) must be considered separately and in the order in which they appear in the minutes;
    - (c) the Councillor objecting must move accordingly without speaking to the motion;
    - (d) the motion must be seconded;
    - (e) the *Chair* must ask:  
 "Is the motion opposed?"
    - (f) if no Councillor indicates opposition, then the *Chair* must declare the motion carried without discussion and then ask the second of the questions described in sub-Rule 65.1.3(k);
    - (g) if a Councillor indicates opposition, then the *Chair* must call on the mover to address the meeting;
    - (h) after the mover has addressed the meeting, the seconder may address the meeting;

- (i) after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting), the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion;
- (j) if, after the mover has addressed the meeting, the *Chair* invites debate and no Councillor speaks to the motion, the *Chair* must put the motion; and
- (k) the *Chair* must, after all objections have been dealt with, ultimately ask:

"The question is that the minutes be confirmed" or

"The question is that the minutes, as amended, be confirmed",

and then must put the question to the vote accordingly;

- 65.1.4 a resolution of *Council* must confirm the minutes and the minutes must, if practicable, be signed by the *Chair* of the meeting at which they have been confirmed;
- 65.1.5 the minutes must be entered in the *minute book* and each item in the *minute book* must be entered consecutively; and
- 65.1.6 unless otherwise resolved or required by law, minutes of a *Delegated Committee* requiring confirmation by *Council* must not be available to the public until confirmed by *Council*.

## **66. No Debate on Confirmation Of Minutes**

No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

## **67. Deferral Of Confirmation Of Minutes**

*Council* may defer the confirmation of minutes until later in the *Council meeting* or until the next meeting if considered appropriate.

## **68. Form and Availability of Minutes**

- 68.1 The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the meeting and to take the minutes of such meeting) must keep minutes of each *Council meeting*, and those minutes must record:
  - 68.1.1 the date, place, time and nature of the meeting;
  - 68.1.2 the names of the Councillors in attendance and the names of any Councillors who apologised in advance for their non-attendance;
  - 68.1.3 the names of the members of Council staff in attendance;
  - 68.1.4 any disclosure of a conflict of interest made by a Councillor, including the explanation given by the Councillor under Chapter 5;
  - 68.1.5 arrivals and departures (including temporary departures) of Councillors during the course of the meeting;

- 68.1.6 each motion and amendment moved (including motions and amendments that lapse for the want of a seconder);
  - 68.1.7 the vote cast by each Councillor upon a division and any abstention from voting;
  - 68.1.8 the vote cast by any Councillor who has requested that their vote be recorded in the minutes;
  - 68.1.9 questions upon notice;
  - 68.1.10 the failure of a quorum;
  - 68.1.11 any adjournment of the meeting and the reasons for that adjournment; and
  - 68.1.12 the time at which standing orders were suspended and resumed.
- 68.2 The *Chief Executive Officer* must ensure that the minutes of any *Council meeting* are:
- 68.2.1 published on *Council's* website; and
  - 68.2.2 available for inspection at *Council's* office during normal business hours.
- 68.3 Nothing in sub-Rule 68.2 requires *Council* or the *Chief Executive Officer* to make public any minutes relating to a *Council meeting* or part of a *Council meeting* closed to members of the public in accordance with section 66 of the *Act*.

## Division 12 – Behaviour

### 69. Public Addressing The Meeting

- 69.1 Members of the public do not have a right to address *Council* and may only do so with the consent of the *Chair* or by prior arrangement.
- 69.2 Any member of the public addressing *Council* must extend due courtesy and respect to *Council* and the processes under which it operates and must take direction from the *Chair* whenever called on to do so.
- 69.3 A member of the public in attendance at a *Council meeting* must not disrupt the meeting.

### 70. Chair May Remove

The *Chair* may order and cause the removal of any person, other than a Councillor, who disrupts any meeting or fails to comply with a direction given under sub-Rule 69.2.

*It is intended that this power be exercisable by the Chair, without the need for any Council resolution. The Chair may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens the Chair's authority in chairing the meeting.*

### 71. Chair may adjourn disorderly meeting

If the *Chair* is of the opinion that disorder at the *Council* table or in the gallery makes it desirable to adjourn the *Council meeting*, the *Chair* may adjourn the meeting to a later time

on the same day or to some later day as they think proper. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

## **72. Removal from Chamber**

The *Chair*, or *Council* in the case of a suspension, may ask the *Chief Executive Officer* or a member of the Victoria Police to remove from the Chamber any person who acts in breach of this Chapter and whom the *Chair* has ordered to be removed from the gallery under Rule 73.

## **Division 13 – Additional Duties of *Chair***

### **73. The *Chair's* Duties And Discretions**

In addition to the duties and discretions provided in this Chapter, the *Chair*:

- 73.1 must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, member of Council staff, or member of the community; and
- 73.2 must call to order any person who is disruptive or unruly during any meeting.

## **Division 14 – Suspension of Standing Orders**

### **74. Suspension of Standing Orders**

- 74.1 To expedite the business of a meeting, *Council* may suspend standing orders.

*The suspension of standing orders should be used to enable full discussion of any issue without the constraints of formal meeting procedure.*

*Its purpose is to enable the formalities of meeting procedure to be temporarily disposed of while an issue is discussed.*

- 74.2 The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of *Council*. An appropriate motion would be:

"That standing order be suspended to enable discussion on....."

- 74.3 No motion can be accepted by the *Chair* or lawfully be dealt with during any suspension of standing orders.

- 74.4 Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:

"That standing orders be resumed."

## **Division 15 – Physical and Remote Attendance**

### **75. Mode of Attendance**

- 75.1 Each notice of meeting must indicate whether the relevant *Council meeting* is to be conducted:

75.1.1 wholly in person;

75.1.2 wholly by electronic means; or

- 75.1.3 partially in person and partially by electronic means.
- 75.2 The indication in the notice of meeting must be consistent with any Resolution of *Council* that has expressed a preference for, or otherwise specified, when *Council meetings* are to be conducted:
- 75.2.1 wholly in person;
- 75.2.2 wholly by electronic means; or
- 75.2.3 partially in person and partially by electronic means.
- 75.3 If a *Council meeting* is to be conducted wholly in person a Councillor may nonetheless request to attend by electronic means.
- 75.4 Any request made under sub-Rule 75.3 must:
- 75.4.1 be in writing;
- 75.4.2 be given to the *Chief Executive Officer* preferably no later than 24 hours prior to the commencement of the relevant *Council meeting*; and
- 75.5 specify the reasons why the Councillor is unable or does not wish to attend the *Council meeting* in person. The *Chief Executive Officer* must ensure that any request received in accordance with sub-Rule 75.4 and any other request received from a Councillor to attend by electronic means is made known at the commencement of the relevant *Council meeting*.
- 75.6 *Council* may approve and must not unreasonably refuse any request.
- 75.7 A Councillor who is *attending* a *Council meeting* by electronic means is responsible for ensuring that they are able to access such equipment and are in such an environment that facilitates participation in the *Council meeting*.
- 75.8 Without detracting from anything said in sub-Rule 75.7 a Councillor who is *attending* a meeting by electronic means must be able to:
- 75.8.1 hear the proceedings;
- 75.8.2 see all Councillors and members of Council staff who are also *attending* the *Council meeting*, at least while a Councillor or member of Council staff is speaking;
- 75.8.3 be seen by all Councillors, members of Council staff and members of the public who are physically present at the *Council meeting*; and
- 75.8.4 be heard when they speak.
- 75.9 If the conditions of sub-Rule 75.8 cannot be met by one or more Councillors *attending* a *Council meeting*, whether because of technical difficulties or otherwise:
- 75.9.1 the *Council meeting* will nonetheless proceed as long as a quorum is present; and
- 75.9.2 the relevant Councillor (or Councillors) will be treated as being absent from the *Council meeting* or that part of the *Council meeting*
- unless the *Council meeting* has been adjourned in accordance with *these Rules*.

- 75.10 Nothing in this Rule 75 prevents a Councillor from joining (or re-joining) a *Council meeting* at the time that they achieve compliance with sub-Rule 75.9 even if the *Council meeting* has already commenced or has continued in their absence

## **76. Meetings Conducted Remotely**

If a Council meeting is conducted:

*wholly or partially by electronic means*, the *Chair* may, with the consent of the meeting, modify the application of any of the Rules in this Chapter to facilitate the more efficient and effective transaction of the business of the meeting.

## **Division 16 – Miscellaneous**

### **77. Criticism of members of Council staff**

- 77.1 The *Chief Executive Officer* may make a brief statement at a *Council meeting* in respect of any statement by a Councillor made at the *Council meeting* criticising them or any member of Council staff.
- 77.2 A statement under sub-Rule 77.1 must be made by the *Chief Executive Officer*, through the *Chair*, as soon as it practicable after the Councillor who made the statement has resumed their seat.

### **78. Procedure not provided in this Chapter**

In all cases not specifically provided for by this Chapter, resort must be had to the Standing Orders and Rules of Practice of the Upper House of the Victorian Parliament (so far as the same are capable of being applied to *Council* proceedings).

### Chapter 3 – Meeting Procedure for Delegated Committees

#### 1. Meeting Procedure Generally

If *Council* establishes a *Delegated Committee*:

- 1.1 all of the provisions of Chapter 2 apply to meetings of the *Delegated Committee*; and
- 1.2 any reference in Chapter 2 to:
  - 1.2.1 a *Council meeting* is to be read as a reference to a *Delegated Committee* meeting;
  - 1.2.2 a Councillor is to be read as a reference to a member of the *Delegated Committee*; and
  - 1.2.3 the Mayor is to be read as a reference to the Chair of the *Delegated Committee*.

#### 2. Meeting Procedure Can Be Varied

Notwithstanding Rule 1, if *Council* establishes a *Delegated Committee* that is not composed solely of Councillors:

- 2.1 *Council* may; or
- 2.2 the *Delegated Committee* may, with the approval of *Council*

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the *Delegated Committee*, in which case the provision or those provisions will not apply until *Council* resolves, or the *Delegated Committee* with the approval of *Council* resolves, otherwise.



## **Chapter 4 – Meeting Procedure for Community Asset Committees**

### **1. Introduction**

In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act*.

### **2. Meeting Procedure**

Unless anything in the Instrument of Delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee*.

## Chapter 5 – Disclosure of Conflicts of Interest

### 1. Definition

In this Chapter:

- 1.1 “meeting conducted under the auspices of *Council*” means a meeting of the kind described in section 131(1) of the *Act*, and includes a meeting referred to in Rule 1 of Chapter 6 (whether such a meeting is known as a ‘Councillor Briefing’ or by some other name); and
- 1.2 a member of a *Delegated Committee* includes a Councillor.

### 2. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which they:

- 2.1 is in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Council meeting* immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest; or
- 2.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:
  - 2.2.1 advising of the conflict of interest;
  - 2.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
  - 2.2.3 detailing, if the nature of the conflict of interest involves a Councillor’s relationship with or a gift from another person, the:
    - (a) name of the other person;
    - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
    - (c) nature of that other person’s interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

### 3. Disclosure of Conflict of Interest at a Delegated Committee Meeting

A member of a *Delegated Committee* who has a conflict of interest in a matter being considered at a *Delegated Committee* meeting at which they:

- 3.1 is in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Delegated Committee* meeting immediately before the matter is considered; and indicating whether it is a general conflict of interest or a material conflict of interest; or

- 3.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the Delegated Committee meeting commences a written notice:
- 3.2.1 advising of the conflict of interest;
  - 3.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
  - 3.2.3 detailing, if the nature of the conflict of interest involves a member of a *Delegated Committee's* relationship with or a gift from another person the:
    - (a) name of the other person;
    - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
  - 3.2.4 nature of that other person's interest in the matter,
- and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The member of a *Delegated Committee* must, in either event, leave the *Delegated Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

#### **4. Disclosure of a Conflict of Interest at a Community Asset Committee Meeting**

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which they:

- 4.1 are in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Community Asset Committee* meeting immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest; or
- 4.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice:
  - 4.2.1 advising of the conflict of interest;
  - 4.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
  - 4.2.3 detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:
    - (a) name of the other person;
    - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
  - 4.2.4 nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

## **5. Disclosure at a Meeting Conducted Under the Auspices of Council**

A Councillor who has a conflict of interest in a matter being considered by a meeting conducted under the auspices of *Council* at which they are in attendance must:

- 5.1 disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the meeting immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest;
- 5.2 absent themselves from any discussion of the matter; and
- 5.3 as soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice recording that the disclosure was made and accurately summarising the explanation given to those in attendance at the meeting.

## **6. Disclosure by Members of Council Staff Preparing Reports for Meetings**

- 6.1 A member of Council staff who, in their capacity as a member of Council staff, has a conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a Report for the consideration of a:
  - 6.1.1 *Council meeting*;
  - 6.1.2 *Delegated Committee* meeting;
  - 6.1.3 *Community Asset Committee* meeting

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest.

- 6.2 The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 6.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.
- 6.3 If the member of Council staff referred to in sub-Rule 6.1 is the *Chief Executive Officer*:
  - 6.3.1 the written notice referred to in sub-Rule 6.1 must be given to the *Mayor*; and
  - 6.3.2 the obligation imposed by sub-Rule 6.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

## **7. Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power**

- 7.1 A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the



*Chief Executive Officer* explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest.

- 7.2 If the member of Council staff referred to in sub-Rule 7.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

## **8. Disclosure by a Member of Council Staff in the Exercise of a Statutory Function**

- 8.1 A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest..

- 8.2 If the member of Council staff referred to in sub-Rule 8.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

## **9. Retention of Written Notices**

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.

## Chapter 6 – Miscellaneous

### 1. Informal Meetings of Councillors

If there is a meeting of Councillors that:

- 1.1 is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;
- 1.2 is attended by at least one member of Council staff; and
- 1.3 is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- (a) tabled at the next convenient *Council meeting*; and
- (b) recorded in the minutes of that *Council meeting*.

### 2. Confidential Information

- 2.1 If the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, they may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- 2.2 Information which has been designated by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.
- 2.3 Nothing in sub-Rule 2.2 will, without more, mean that information designated by the *Chief Executive Officer* under sub-Rule 2.1 satisfies the definition of “confidential information” contained in section 3(1) of the *Act*.

## Chapter 7 – Election Period Policy

### COUNCIL ELECTION PERIOD POLICY 2020

#### 1. PURPOSE

This policy provides a framework for the conduct of Council business during the 2020 general election period. It establishes a series of caretaker practices, which aim to ensure that prohibited decisions and actions of the current Council are not made, and ensure the use of Council resources and information throughout the election period is in accordance with the caretaker provisions of the *Local Government Act 2020*. This policy is designed to prevent the Council from making prohibited decisions or using resources inappropriately during the election period before the general election.

#### 2. INTRODUCTION

Victorian Councils are required to observe special “caretaker arrangements” during a general election period. Caretaker arrangements aim to avoid the use of public resources in a way that may unduly affect the election result and minimise decisions that may unduly limit the decision-making ability of the incoming council. Section 69 of the *Local Government Act 2020* requires that Council prepare, adopt and maintain an election period policy in relation to procedures to be applied by Council during the election period for a general election and any by-election.

#### 3. SCOPE

This policy applies to individual Councillors, the Council as a Body Corporate, Delegated Committees of the Council, the Chief Executive Officer, Executive Managers, all Council staff and any person acting on behalf of the organisation under a delegation.

#### 4. PRINCIPLES

Councillors and staff are committed to the lawful, transparent, fair and un-biased conduct of Council elections and will ensure that the terms, conditions and arrangements provided for under this policy will be adhered to. In addition, the reporting requirements contained in the Council’s Public Interest Disclosure Guidelines and the Management of the Public Interest Disclosures Procedure will be followed where disclosures of improper or corrupt conduct or detrimental action by Councillors or employees, in regard to election-related matters, are made.

##### 4.1 Prohibited Decisions

- 4.1.1 Council is prohibited from making any Council decision:
- (a) during the election period for a general election that:
    - (i) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
    - (ii) commits the Council to expenditure exceeding one per cent (1%) this amounts refers to \$266,850 (for purchase of goods or services) or \$200,000 (for carrying out of works). of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
    - (iii) the Council considers could be reasonably deferred until the next Council is in place; or

- (iv) the Council considers should not be made during an election period; or
- (b) during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

- 4.1.2 For the purposes of clause 4.1.1 of this policy, **Council decision** means the following:
- (a) a resolution made at a Council meeting;
  - (b) a resolution made at a meeting of a delegated committee; or
  - (c) the exercise of a power or the performance of a duty or function of Council by a member of Council staff (which includes the Chief Executive Officer) or a Community Asset Committee under delegation.

## 4.2 Council Publications and Communications

Section 304 of the *Local Government Act 2020* prohibits Council from printing, publishing and distributing material that is electoral matter during an election period. Electoral matter is broadly defined to be matter which is intended or likely to affect voting in an election. This limitation does not apply to electoral material that is only about the election process.

There is a requirement that the Chief Executive Officer is familiar with the requirements of the *Local Government Act 2020*, and any other requirements, with respect to the printing, publishing and/or distribution of electoral publications.

The Chief Executive Officer will review and approve all publications throughout the election period prior to publication, to ensure that they comply with the requirements of Section 304. This includes Council newsletters, handbills, pamphlets, advertisements and notices, media releases, brochures, leaflets and mail-outs (whether electronic or otherwise). This also applies to publication of material on Council's website and the social media.

In accordance with the intent of the *Local Government Act 2020*:

- the Chief Executive Officer must not intentionally or recklessly approve an electoral advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process
- the Chief Executive Officer must not delegate the power to approve any advertisement, handbill, pamphlet or notice under this section to a member of Council staff
- a Councillor or member of Council staff must not intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed an electoral advertisement, handbill, pamphlet or notice during the election period on behalf of, or in the name of, the Council or on behalf of, or in the name of, a Councillor using Council resources if the electoral advertisement, handbill, pamphlet or notice has not been certified by the Chief Executive Officer under this section.

The requirements, above, do not apply to the publication of any document published before the commencement of the election period and to publication of any document required to be published in accordance with, or under, any Act or regulation.

Official media statements will only be made by the Chief Executive Officer during the election period, including radio and television interviews.

In as much as it is possible throughout the election period, Council publicity and communications will be restricted to promoting normal Council activities and services and informing residents about the election process.

#### **4.3 Council and Delegated Committee meetings**

The Chief Executive Officer will ensure that arrangements are in place so that papers prepared for council or delegated committee meetings during the election period do not include any agenda matter that could potentially influence voters' intentions at the forthcoming election or could encourage councillor candidates to use the matter as part of their campaign platform.

During the election period, Councillors will refrain from moving motions on or raise matters at a meeting that could potentially influence voting at the election. Council will not consider decisions relating to the following matters during the election period:

- allocation of community grants or other direct funding to community organisations
- major planning scheme amendments
- changes to strategic objectives and strategies in the council plan.

#### **4.4 Use of Public Resources**

Public resources must not be used in any way that may influence the way people vote in the general election or give Councillors any inappropriate real or perceived electoral advantage. The following guidelines during the election period will apply:

- Council resources, including offices, support staff, hospitality, equipment, email, mobile phones and stationery will be used exclusively for normal Council business and will not be used in connection with election campaigning.
- Any resource provided to a Councillor which has an expressly permitted private-use component (e.g. the mayoral vehicle) may still be used for private purposes, but nothing in connection with election campaigning.
- Reimbursement of out-of-pocket expenses for sitting Councillors during the election period will only apply to costs that have been incurred in the performance of normal Council duties and not for expenses that could be perceived as supporting, or being connected with, a candidate's election campaign.
- The council logo, letterhead or other Horsham Rural City Council branding will not be used for, or linked in any way to, a candidate's election campaign.
- Council officers will not be asked to undertake any tasks connected with a candidate's election campaign.
- Any requests for provision of information or advice held by Council, made by a sitting Councillor or candidate, should be directed to the Chief Executive Officer or appropriate senior management member. There shall be complete transparency in the provision of all information and advice and any information or advice provided to a sitting Councillor or candidate as part of the conduct of the Council election will be provided equally to all candidates and made available in an accessible format if requested.

Councillors will continue to automatically access council-held documents during the election period, but only as is necessary for them to perform their current role and functions.

#### **4.5 Public Consultation, Council Events and other activities**

Consultation forms an integral part of policy development and operations; however, consultation undertaken close to a general election may become an election issue in itself and influence voting. Issues raised through the consultation and decisions that follow may also unreasonably bind the incoming council.

## **Events**

The scheduling of council events in the lead-up to elections also frequently raises concerns over their potential use by sitting councillors for electioneering purposes. Events and functions can take many forms including conferences, workshops, forums, launches/openings, promotional activities, and social occasions (such as dinners, receptions and balls).

Any public consultation or scheduling of council events during the election period will be reviewed by the Chief Executive Officer who may determine that an individual activity or event is:

- not permitted to proceed; or
- is permitted to proceed but subject to any restrictions which the Chief Executive Officer may impose.

## **Consultation**

If the Chief Executive Officer determines that consultation must be undertaken or an event held during this time, the Chief Executive Officer (on behalf of the Council) must justify to the community the special circumstances making it necessary and how risks over influencing the election will be mitigated or prevented.

Public consultation must be undertaken during an election period if the consultation is mandated by legislation.

Where consultation is discretionary then the consultation can occur during the election period but only after the Chief Executive Officer determines whether or not the consultation will influence the outcome of the election. If the matter subject to the consultation is likely to be closely associated in the minds of voters with a particular candidate or group of candidates then it may be prudent for the Chief Executive Officer to delay the consultation until after the election period.

## **Councillor attendance at events and functions**

Councillors can continue to attend events and functions during an election period provided that their attendance is consistent with the ordinary course of their Council duties.

If a Councillor is asked to give a speech at an event or function during an election period then they should take particular care to only use or provide information that would generally be the nature of a speech to the relevant audience.

## **Council staff activities during an election period**

Council staff should not undertake any activity that may influence the outcome of an election, except where the activity relates to the election process and is authorised by the Chief Executive Officer.

Council staff should not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it relates to the election process and is authorised by the Chief Executive Officer.

This includes making Council resources available to Councillors for campaign purposes. Council staff must not assist any Councillor with their election campaign at any time, including outside working hours. Where the use of Council resources could be construed as being related to a candidate's election campaign, the incident must be reported to the Chief Executive Officer.

## **4.6 Record keeping**

The Chief Executive Officer shall keep a documented record of all:

- documentation reviewed
- documentation approved

- media or other statements released
- information or advice provided on request to a sitting Councillor or candidate
- information relating to events and consultation permitted to proceed, under this policy during the election period.

## 5. COMMUNICATION

Individual Councillors, Reception (Civic Centre and Natimuk), Website, Intranet

## 6. RESPONSIBILITY

**Policy Owner:** Director Corporate Services

## 7. DEFINITIONS

Definition	Meaning
Council as a Body Corporate	Refers to decisions and actions arising from a meeting of the Horsham Rural City Council.
Delegation	Principally a formal document issued by the Council or the Chief Executive Officer which empowers another officer or officers to undertake an action, duty or responsibility, but an individual may have authority arising from an informal or implied direction or instruction (delegation) from a body or senior person.
Election period (also known as Caretaker Period)	Is defined in the <i>Local Government Act 2020</i> to be the period from the last day of nominations until the election day (a 32 day period). In conjunction with Section 44(1) of the Interpretation of Legislation Act 1984, the first day of the period for the 2020 general election will therefore be Tuesday, 22nd September 2020.
Prohibited Decision or Prohibited Action	A decision or action whenever made by the current Council that binds the incoming Council and limits its freedom of action.

## 8. SUPPORTING DOCUMENTS

Document	Location
Local Government Act 2020	Internet
Public Interest Disclosures Guidelines	HRCC Intranet
Management of Public Interest Disclosures Procedure	HRCC Intranet

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	15 February 2016	Council	Replaces Council Election Caretaker Arrangements Policy 2019	1 October 2019
02	28 October 2019	Council	Review	1 October 2023
03	21 September 2020	Council	Review in line with <i>Local Government Act 2020</i>	1 October 2023
04	xx June 2023	Council	Review in line with Municipal Monitor's recommendations and other minor amendments	xx June 2026

## Horsham Rural City Council: Governance Rules

# Community consultation feedback

## Public consultation

An amended version of the Governance Rules was presented to Council at its monthly meeting on 24 April 2023 with eleven changes proposed. The document was provided for community feedback for two weeks from 26 April until 10 May.

The opportunity for community consultation was promoted on Council's website, public notice pages and on social media.

Three written submissions were received during the engagement period (all from individuals) and are collated in this document for consideration.

## Summary

Specific feedback on the Governance Rules amendments from the three submissions is outlined in Table 1 on the following page. Some common feedback themes include:

- *Request for a word change for greater clarity in the new section regarding the suspension of Standing Orders during Councillors Reports and Acknowledgements.*
- *Discussion around Chair's entitlement to participate in debate and vote on a dissent motion.*
- *Request to extend Public Question Time lodgement deadline from the proposed 9am until 10am on meeting day.*

## Governance Rules Revision Feedback and revisions

**Table 1. Summary of feedback and revisions**

Summary of feedback and revisions	
What did they say	Amendments to the Governance Rules (amended wording in <i>italics</i> if proposed)
<b>Overall Document</b>	
It would be beneficial if the whole Governance Rules were to be redone as some of the matters in some of the topics should be in other topics. To have only 2 weeks is not long enough for the community to give feedback.	Nil amendment required. <b>Reason:</b> the Governance Rules were extensively reviewed in mid-2021 with further revisions made in 2022. The intent for this minor review was to address 11 specific amendments aimed at clarifying Council Meeting processes or amending the rules to reflect current practice.
There should be a section on Briefings, with clarification as to what is specified according to the Local Government Act 2020 s66, as Briefings are meetings of Council. Technically they should be open to the public, but are not considered formal Council Meetings."	Nil amendment required. <b>Reason:</b> Council Briefings are not formal Council Meetings (as per s61 of the Act) so are not subject to the Governance Rules.
Disappointment in Council and some of the comments re no extension 14 days for feedback	Nil amendment required. <b>Reason:</b> the intent for this minor review was to address 11 specific amendments to the Rules so 14 days was sufficient given multiple opportunities for feedback previously provided on the document.
although Council highlighted and summarised the amendments, and it was indicated and stated by some Councillors in the chamber, that it was only the amendments for feedback, the resolution states "the amended Governance Rules" therefore all rules can be commented on."	Nil amendment required. <b>Reason:</b> the proposed amendments were clearly identified in the document provided for feedback.
Our Governance Rules should be clearly supporting our democratic rights and a spirit of democracy for elected representative and Community.	Nil amendment required. <b>Reason:</b> no action identified, merely a statement.
<b>Amendment 1: Definitions</b> Includes a definition of 'written' (page 1). <i>Written includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and writing has a corresponding meaning.</i>	
There should be a more detailed definition page defining many words in the Governance Rules, but as time is limited this has not been achievable to do."	Nil amendment required <b>Reason:</b> definitions are provided in the document in multiple locations as relevant to the over-arching document, specific chapter or policy.
No issues, the more that is clarified the easier it is for everyone to understand.	Nil amendment required. <b>Reason:</b> no action identified, statement of support.

Summary of feedback and revisions	
What did they say	Amendments to the Governance Rules (amended wording in <i>italics</i> if proposed)
<b>Amendment 2: Councillor Reports and Acknowledgements</b> New sub-rule relating to Councillor's verbal / written reports and acknowledgements (page 6). New sub-rule 22.1 – <i>Councillors will have up to 3 minutes each to provide their verbal / written reports and acknowledgements at any meeting fixed under Division 1.</i>	
In line with how meetings are already ran to what I have observed.	Nil amendment required. <b>Reason:</b> no action identified, statement of support.
<b>Amendment 3: Councillor Reports and Acknowledgements</b> Part of new section 'Councillor Reports and Acknowledgements' (page 6). New sub-rule 22.2 – <i>Standing Orders need not be suspended during Councillors Reports and Acknowledgements.</i>	
The word 'need' should be taken out as it implies that at times the recording can be stopped which can lead to discretionary and prejudiced orders. All meetings are open to public and the recording needs to be in line with what the gallery hears.	Amendment required. <b>Reason:</b> the grammatical change clarifies the intended effect of this provision by using more direct and clear language. Propose <i>Standing Orders will not be suspended during Councillors Reports and Acknowledgements.</i>
<b>Amendment 4: Introducing a Motion or an Amendment</b> Added additional wording for the seconder addressing the meeting (page 8). Sub-rule 27.6 – <i>after the mover has addressed the meeting, the seconder may address the meeting or reserve their right to address the meeting later in the debate.</i>	
No issues	Nil amendment recommended. <b>Reason:</b> no action identified, merely a statement.
<b>Amendment 5: Introducing a Motion or an Amendment</b> Added additional wording after the seconder has addressed the meeting (page 8). <i>Sub-Rule 27.7 – after the seconder has addressed the meeting (or after the Mover has addressed the meeting if the seconder does not address the meeting at that point,) the Chair must invite debate by calling on any Councillor who wishes to speak against the motion and then any other Councillor for, or against the motion in turn;</i>	
No issues as long as everyone has the ability to have their say fairly.	Nil amendment required. <b>Reason:</b> the debate protocols included in the Governance Rules ensure everyone can have their say
<b>Amendment 6: Priority of Address</b> Included a new section under 'Priority of Address' noting that the Chair is entitled to speak for or against a motion but must vacate the Chair (page 9) <i>New Rule 38 – The Chair is entitled to speak for or against a motion, but must vacate the Chair if they wish to move or second any motion. Before vacating the Chair, the Chair must call on the Deputy Mayor to assume the Chair or if there is no Deputy Mayor (or if any Deputy Mayor is absent) must facilitate the election of a temporary Chair.</i>	
What I have observed this is already how HRCC are conducting the Council meetings. Only concern is while a Mayor, whilst in the Chair, is having a say there is no Governance Rules to ensure that time limits are adhered to, points	Nil amendment required. <b>Reason:</b> the Governance Rules apply to all Councillors including the Mayor, regardless of which person is in the Chair.

Summary of feedback and revisions	
What did they say	Amendments to the Governance Rules (amended wording in <i>italics</i> if proposed)
of order are addressed, and good governance is maintained. This will also ensure the Mayor is protected from accusations of misusing their position.	The speaking time allocations for all Councillors are nominated at rule 42 'Speaking Times' and apply to all Councillors regardless of whether or not they are the Chair. All speaking times are monitored via a timer with Councillors able to seek an extension from the Chair if required.
If the Chair is debating as a Councillor from the Chair, they should have the same speaking times as any other Councillor under Rule #42. Who, under would control the speaking time?	Nil amendment required. <b>Reason:</b> as above all speaking times are monitored
It is against all Westminster principles for the Mayor to speak For or Against a Motion whilst in the position of the Chair. The Mayor must vacate the Chair to speak on behalf of a motion, as well as vacate the Chair to move or second a motion as well. The Mayor, as Chair is one of seven Councillors in equal, and must not use the position of Chair for their personal comment. There is a line drawn between the position of Chair and the personal comments of a Councillor as Mayor. This undermines democracy as the Chair who is supposed to be impartial should show no bias in that position	Amendment required. <b>Reason:</b> a duly elected Chair is expected to exercise good judgment in determining the appropriate level of participation in debate. Good governance requires that all elected representatives (including any Councillor appointed to the Chair) are free to express views during debate, and advocate on behalf of the community they represent, within the protocols set to ensure the meeting is conducted in an orderly and lawful manner. The Governance Rules amendment makes it clear that the Chair is entitled to speak for or against a motion in their capacity as a Councillor. The Chair makes it clear when they are speaking as a Councillor by standing to speak rather than remaining seated as they do in their role as Chair. Further they declare they are speaking as a Councillor rather than as the Chair at that time. <i>Revised text: The Chair is entitled to speak for or against a motion, but must vacate the Chair if they wish to move or second any motion. Before vacating the Chair, the Chair must call on the Deputy Mayor to assume the Chair or if there is no Deputy Mayor (or if any Deputy Mayor is absent) must facilitate the election of a temporary Chair.</i>
If a Councillor wishes to call a point of order on the Chair while debating as a Councillor, who would the point of order be directed to?	Nil amendment required. <b>Reason:</b> Division 7 – Points of Order in the Governance Rules makes it clear what the process is in relation to all points of order. Accountability for the Chair during debate is further embedded in the Governance Rules through various provisions including rule 51 (points of order) and rule 58 (determining a motion).
<b>Amendment 7: Dissent from Chair's Ruling</b> <i>Included a new sub-rule that the Chair, having left the Chair, is entitled to participate in the debate and vote on the dissent motion (page 15)</i> <i>New Sub-Rule 53.3 – The Chair, having left the Chair is entitled to participate in the debate and vote on the dissent motion.</i>	
To my understanding a motion of dissent is when other Councillors feel the Chair's decision on a point of order is incorrect. I feel it is highly unlikely that the Chair would change their mind. In this case I feel it may be beneficial for the Chair to be able to participate in debate about this in order to explain why they made the decision they did. However, I feel the votes should only be cast by the other Councillors in order to decide the matter democratically. I would assume most of these matters could be decided by reviewing Governance Rules and the Local Government Act 2020 and applying the relevant information to the situation under question.	Nil amendment required. <b>Reason:</b> contemporary best practice in local government (and other sectors) is for a Chair to vacate the Chair during any motion of dissent. Best practice does not remove the right of a Chair to a right of reply or a vote on such dissent. Vacating the chair strikes an appropriate balance of fairness to all parties involved in the motion.

Summary of feedback and revisions	
What did they say	Amendments to the Governance Rules (amended wording in <i>italics</i> if proposed)
<b>Amendment 8: Question Time</b> Amendment to 'Public Question time' clause (allowing both lodging electronically and in hard copy to the same time) (page 16). <i>Sub-rule 56.4.2 – placed in the receptacle designated for the purpose at the place of the meeting – or be lodged electronically at the advertised email address prior to 9am on the day of the meeting. (deleted: prior to 5pm on the day of the Council meeting, or be lodged electronically at the prescribed email address prior to 5pm on the Friday prior to the day of the Council meeting)</i>	
I can see that this will be very beneficial in allowing staff more time to answer and go through questions. Is there a chance to move this slightly to allow time Monday morning for people to put their questions in the receptacle at the front office? Or is there a way a mail slot could be used so people can submit their questions in writing between 5pm Friday and 9am Monday?	Amendments required. <b>Reason:</b> extending Council's lodgement deadline by an additional hour (to 10am) is supported on the basis that it achieves a similar purpose as the originally proposed time while allowing an additional window of flexibility for the benefit of interested community members.
Thank you for allowing until Monday for electronically submitted public questions. But request that the closing time be 10am please to allow for people who drop them in to the receptacle time first thing in the morning, as they are used to having until 5pm.	Amendments required. <b>Reason:</b> as above
<b>Amendment 9: Question Time</b> Removal of below sub-rule regarding reading of public questions (page 16) <i>(deleted) Sub-rule 56.8 – Notwithstanding sub-Rule 54.6, the chair may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read.</i>	
Thank you not everyone who may have questions can make it to the meetings.	Nil amendment required. <b>Reason:</b> no action identified, statement of support
I believe this is removing democratic rights by placing more and more limitations on Public Questions	Nil amendment required. <b>Reason:</b> This proposed removal of this rule reinforces Council's current practice of reading out all public questions, not just those received from people who are physically present in the public gallery. With the removal of this rule, Council is clarifying that a limitation has been removed.
<b>Amendment 10: Question Time</b> Include additional wording under the 'Public Question Time' section where the Chair may disallow a question if it relates to an item on the agenda (page 16). Sub-rule 56.8.10	
As someone who likes to review the agenda and ask questions about items on it, I really dislike this one. I normally base my questions on a point of clarification. And normally one that is a discussion point with other members of the public.	Nil amendment required <b>Reason:</b> the amendment merely states that a question may be disallowed not that it will be disallowed. Where the question pertains to a point of clarity that could be beneficial to the community and the Councillors due to debate the topic, it is more probable than not that the question will be answered. Where the question posed could have an adverse impact on the rights of individuals and group potentially affected by a decision the question is likely to be disallowed.

Summary of feedback and revisions	
What did they say	Amendments to the Governance Rules (amended wording in <i>italics</i> if proposed)
	Debate on formally listed agenda items is a core responsibility of elected representatives, who are obliged to represent their community to the best of their ability in all aspects of decision-making. This includes adhering to appropriate, lawful and robust decision-making processes once a matter has been formally tabled for resolution.
By asking questions publicly it gives the same answer, or clarification to everyone. It is also often the only chance to ask about agenda items before decisions are made, in my mind the questions I and others ask should be able to be answered as how something effects the Municipality should have been considered and or researched prior to been presented to Council for approval	Nil amendment required <b>Reason:</b> as above
This is unreasonable, as a decision is made well before the community can have input, because by the next meeting the decision has already been made. It is the only time a community member can address certain points for consideration through questions at public question time before the agenda item and decision is made. Community members are not informed nor consulted prior to a Council Meeting; nor are they involved in are not informed nor consulted prior to a Council Meeting; nor are they involved in Briefings to have input, and nor are the community consulted on every agenda item. It is not until the Agenda comes out that the 'true' intention and recommendation is revealed.	Nil amendment required <b>Reason:</b> as above also noting that opportunities for community members to ask questions or provide input into Council matters are routinely advertised using local news, media, and on Council's website, social media and weekly newsletter. In appropriate circumstances, affected parties may also be approached directly for feedback. Further, all agenda items at Council Meetings include a report on the community consultation undertaken prior to preparing a recommendation.
<b>Amendment 11: No Discussion Once Declared</b> <i>Deleted some wording (which is no longer applicable) in the sub-rule - (page 19)</i> <i>(deleted) Sub-rule 64.1 – a Councillor requesting, before the next item of business is considered, that their opposition to a resolution be recorded in the minutes. – (deleted: or a register maintained for that purpose; or)</i>	
As long as it is recorded correctly in the minutes I do not have an issue with this amendment, in fact I think it is a good one as it provides clarification.	Nil amendment required <b>Reason:</b> no action identified, statement of support
This should not only reflect that it be recorded in the minutes, but the Councillor also has the right to have their reason recorded as well. Each Councillor has the right if they feel that there could be risk to Council to have their reason noted, especially when administration are not going to maintain a register; otherwise a register should be maintained with their reason. This is according to their human rights to have it noted	Nil amendment required <b>Reason:</b> This deletion is recommended on the basis that it refers to a separate register that has never existed at HRCC. The practice of minuting an individual Councillor's opposition to a resolution is preserved in the updated Governance Rules, and aligns with current practice.

# Governance Rules Revision 2023



Submitted on	10 May 2023, 4:51PM
Receipt number	2
Related form version	4

## Your Details

Your Name	[REDACTED]
Your Address	[REDACTED]
Your Email Address	[REDACTED]
Your Phone Number	[REDACTED]

## Proposed Changes to Governance Rules

Amendment 1 Comment	No issues, the more that is clarified the easier it is for everyone to understand.
Amendment 2 Comment	In line with how meetings are already ran to what I have observed.
Amendment 3 Comment	No Issues
Amendment 4 Comment	No issue.
Amendment 5 Comment	No issue as long as everyone has the ability to have their say fairly.
Amendment 6 Comment	To what I have observed this is already how Horsham Rural City Council are conducting the council meetings. My only concern with this is that while a Major, whilst in the Chair, is having a say there is no Governance rules to ensure that time limits are adhered to, points of order are addressed, and good governance is maintained. For the sake of good practice and public perception I feel it is important that this is addressed. This will also ensure the Major is protected from accusations of misusing their position.
Amendment 7 Comment	To my understanding a motion of dissent is when other Councilors feel the Chair's decision on a point of order is incorrect. I feel it is highly unlikely that the Chair would change their mind. In this case I feel it may be beneficial for the Chair to be able to participate in debate about this in order to explain why they made the decision they did. However, I feel the votes should only be cast by the other Councilors in order to decide the matter democratically. I would assume most of these matters could be decided by reviewing Governance rules and the Local Government Act 2020 and applying the relevant information to the situation under

question.

---

**Amendment 8 Comment**

I can see that this will be very beneficial in allowing staff more time to answer and go through questions. Is there a chance to move this slightly to allow time Monday morning for people to put their questions in the receptacle at the front office? Or is there a way a mail slot could be used so people can submit their questions in writing between 5pm Friday and 9am Monday?

---

**Amendment 9 Comment**

Thank you - not everyone who may have questions can make it to the meetings.

---

**Amendment 10 Comment**

As someone who likes to review the agenda and ask questions about items on it, I really dislike this one. I normally base my questions on a point of clarification. And normally one that is a discussion point with other members of the public. By asking questions publicly it gives the same answer, or clarification to everyone. It is also often the only chance to ask about agenda items before decisions are made, in my mind the questions I and others ask should be able to be answered as how something effects the municipality should have been considered and or researched prior to been presented to Council for approval.

---

**Amendment 11 Comment**

As long as it is recorded correctly in the minutes I do not have an issue with this amendment, in fact I think it is a good one as it provides clarification.

SUBMISSION [REDACTED] Wednesday, 10 May, 2023

It would be of benefit if the whole Governance Rules were to be redone as some of the matters in some of the topics should be in other topics. To only have 2 weeks is not long enough for the community to give feedback, and is inept of Councillors to not take this into consideration for good and fair consultation.

To give comment on the Governance Rules is not limited to the report presented to Council at the April 2023 meeting. The Governance Rules come up for comment, and under the Local Government Act 2020 it does not limit comment. When the Governance Rules were under discussion in 2023, and with what was advertised as the only changes to be in relation to the remote and electronic section, was simply a deception to the community and is perceived to be a misleading action to make changes other than was advertised.

It is inappropriate that Council, through staff recommendation, sets the changes that should only be addressed. When the Governance Rules come before the community, then the whole rules are up for discussion and comment.

There should also be a section on Briefings, with clarification as to what is specified according to the Local Government Act 2020 s66, as Briefings are meetings of Council. Technically they should be open to the public, but are not considered formal Council Meetings where decisions are voted on. Public disclosure on Briefings, gives information to the community and enables them to be involved on the issues before they come to the formal Council Meeting. This also represents openness and transparency, which is a requirement in the Act.

There needs to be a more detailed definition page defining many words in the Governance Rules, but as time is limited this has not been achievable to do.

Some for consideration -

1. Definition on Page 24 - a definition of 'criticism' could be essential; as is listed in the dictionary, both the Oxford and Macquarie is used when the Act does not list a definition.
2. What is the legal definition of disruptive behaviour s72 in relation to members of the public attending the gallery for the Police to be involved?

## PAGE 2

## 4. Election of the Mayor

'The Chief .....provisions of the Act'

It should then be added '....Act, which means that this is only to be done at a Council Meeting open to the public in accordance with s25(1) of the Act'.

## PAGE 4

'13.4.2 (b) in a newspaper generally circulating in the municipal district, preferably a newspaper that is distributed and available to all the community.'

There are many people who purchase different newspapers, but there is only one that is freely available and delivered to all members of the community.

## PAGE 6

## 19. Agenda and the Order of Business

'The agenda for and the order of business for a Council Meeting is to be determined, with the advice from the Mayor when the Chief Executive Officer is setting the agenda for Council Meetings, so as to facilitate ..... of government.'

As listed in the Local Government Act 2020, it is the role of the Mayor to perform this under the specific powers of the Mayor, and should be listed.

## 22. Councillor Reports and Acknowledgements

'22.2 Standing Orders not be suspended during Councillor Reports and Acknowledgements.'

The word 'need' should be taken out as it implies that at times the recording can be stopped which can lead to discretionary and prejudiced orders. All meetings are open to the public and the recording needs to be in line with what the gallery hears.

## PAGE 9

## 38. Process for the Chair to Speak For or Against a Motion

It is against all Westminster principles for the Mayor to speak For or Against a Motion whilst in the position of the Chair. The Mayor must vacate the Chair to speak on behalf of a motion, as well as vacate the Chair to move or second a motion as well. The Mayor, as Chair is one of seven Councillors in equal, and must not use the position of Chair for their personal comment. There is a line drawn between the position of Chair and the personal comments of a Councillor as Mayor. This undermines democracy as the Chair who is supposed to be impartial should show no bias in that position.

## PAGE 10

## 43. Addressing the Meeting

Under 43.1 it is a little hypocritical that throughout the document that 'his' and 'her' have been taken out and made neutral. What term do you use to neutralize the address of the Chair?

43.3 is the same. But what if someone wishes to be called Mrs? They have the right to be called and addressed according to their wish.

44.2 The Chair does not have the right to limit questions, as each Councillor has the right to ask relevant questions to ensure that there is robust debate and to be informed to make their decision. Councillors have the right to ask more than one question and to make sure they understand what is being debated. It is up to the Chair to make sure that questions are precise, relevant and direct, as well as the answers.

## PAGE 13

## 46. Notice of Rescission

46.1.1 A rescission should only need two Councillors not three, for fair and natural justice; also as this is consistent with all other elections and decision making, including the Mayoral election.

46.1.3 It should not be limited to 24 hours to rescind a decision, because a Councillor should have the right to have at least one week minimum if they wish to pursue advice in any form to make a rescission of a decision. Therefore, the CEO should be limited in this time before enacting on a decision.

## PAGE 15

53.3 The Chair is NOT entitled to participate as a Councillor in the debate and vote on the dissent motion in regard to the decision that was personally made in the Chair. This is a Conflict of Interest, especially if the Chair has acted in contravention to the Act, Regulations or Code. It is not a decision to that of the position of Chair, but by a Councillor taking position of the Chair; and this is why the Point of Order is being called to the person in the Chair.

## PAGE 16

56.8.10 relates to an item on the agenda

This is unreasonable, as a decision is made well before the community can have input, because by the next meeting the decision has already been made. It is the only time a community member can address certain points for consideration through questions at public question time before the agenda item and decision is made. Community members are not informed nor consulted prior to a Council Meeting; nor are they involved in Briefings to have input, and nor are the community consulted on every agenda item. It is not until the Agenda comes out that the 'true' intention and recommendation is revealed.

## PAGE 17

57.4 This should not be a confined limit of 12 people for a petition.

The Rules for the Australian Parliament House

*"How many signatures does my petition need?"*

*Only one, but it can have more.*

*If you submit a petition, you are the principal petitioner and the first person to sign your petition.*

*There is no other limit of signatures required for a petition to be presented to the House and referred to a minister for a response."*

There are rules for a petition to the Australian Parliament, and it would be applicable if their rules could be incorporated into Council's.

Link - [https://www.aph.gov.au/Parliamentary\\_Business/Petitions/House\\_of\\_Representatives\\_Petitions/Petition\\_Rules](https://www.aph.gov.au/Parliamentary_Business/Petitions/House_of_Representatives_Petitions/Petition_Rules)

## PAGE 18

Division 10 - Voting

It would be applicable to state somewhere in this section the Local Government Act 2020 on s61 (5) (a) (b) (c) (d) (e) (6) and (7), even though this is also explained in the definitions at the beginning.

## 61. Casting Vote

In the event of a tied vote, and the Chair exercising a casting vote, should vote on the existing position according to Westminster principles and leave the status quo, until further information and relevancy requires it to change; unless it is detrimental for health, safety or financial best interest for the motion to go ahead.

61.1 The Chair should NOT be adjourning a meeting to consider their casting vote. Once the vote is being put, there should NOT be any stop to the process. There is no reason for the Chair to adjourn anyway, as with all Councillors they have the same time to consider their vote. The casting vote should be as above, going with the status quo.

## 62. How Votes Are Cast

As the Chair determines, that a Councillor can use such other visible or audible means to vote, then it should be recognised and relayed what method was used outside a show of hands to indicate the vote for clarification and make it clear and precise to every Councillor, the gallery and community.

63.2 should be taken out and replaced with point, that once the vote has been and a Division is called, that a Councillor may not change their vote under the call of a Division, as 63.2 cannot exist as no further question, motion or amendment can be called for once the vote has been called.

63.3.1 There is duplication in the request of raising a hand.

63.3.2 Their is a 'his or her hands' left in here; should be 'one of their hands'.

## PAGE 19

64.1 This should not only reflect that it be recorded in the minutes, but the Councillor also has the right to have their reason recorded as well. Each Councillor has the right if they feel that there could be risk to Council to have their reason noted, especially when administration are not going to maintain a register; otherwise a register should be maintained with their reason. This is according to their human rights to have it noted.

## PAGE 21

## 69 Public Addressing The Meeting

69.1 It cannot be said literally that members of the public do not have the 'right' to address Council, rather it should be stated that as members of the public are not involved in the formality of the Council Meeting they are not invited to address Council unless with the consent of the Chair or by prior arrangement.

69.2 It is not up to Council or staff to direct the public but to ask with respect, so the word 'must' should be replaced with 'are asked to give due courtesy'. And the word 'must take direction from the Chair' also is not the Chair's right to direct the public, but should be replaced with 'at the request of the Chair to change their behaviour'. Following, that if the disruption continues then s66(2)(b) to follow with (3) from the LGA 2020 should be enacted.

69.3 Again, the word 'must' should be replaced with 'are asked not to disrupt'.

70. I am not sure that this section can be adhered to. As above the procedure for Council is listed in s66(2)(b) to follow with (3). And who has the right to remove a person? This is only the authority of a police person, and only if the behaviour is against the law.

## PAGE 22

## 71. Chair may adjourn disorderly meeting

This would only apply to the Council table, as the public are only asked to comply, and if the public do not adhere, then the Act under s66(2)(b) and (3) comes into play. If the Chair calls for an adjournment because of Councillor behaviour then the Chair must declare under what clause or such to validate their decision. And if the behaviour of the Chair is in question, then there needs to be a clear avenue for any Councillor to take. I don't believe the Meeting should be adjourned until a later date as s66(2)(b) & (3) clearly sets out the action to be taken, and this should be prepared for.

## 72. Removal from Chamber

I believe that it is the role of the Chair to ask the public for adherence of the Governance Rules, and then only if the person's behaviour is against the law can they be removed. If the meeting is too disruptive then s66(2)(b) to follow with (3) applies. But the Chair has to have a good and viable reason to do so.

## PAGE 23

75.4.2 Exception should be made in certain circumstances allowing a Councillor who may need to request attendance by electronic means if emergency or other situations arise that does not allow for them to attend wholly.

75.5 If a Councillor does not wish to attend the Council meeting in person and does not wish to reveal their reason why, then under the Charter of Human Rights and Responsibilities Act 2006 they do not have to reveal their reason if it is personal, especially if they do not want it revealed to the public.

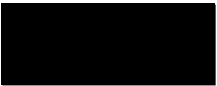
PAGE 24

Division 16 - Miscellaneous

77. Criticism of members of Council staff

77.1 If the Chief Executive Officer can make a brief statement in respect of any statement by a Councillor criticising them or any member of Council staff; then the Councillor should be able to give response if their statement is untrue or discounted as not being seen to be critical or is unjustified. To criticise someone personally to a report are two different things. A Councillor is allowed to question, which is not criticism.

77.2 The Councillor should have the right for comeback after the CEO has made comment, as in 77.1. As this is the right of a Councillor during debate and to have the information they perceive to be true and correct for a decision.



**Feedback on revised/Amended Governance Rules.**

Firstly, I would like to express my disappointment in Council and some of the comments re no extension 14 days for feedback. The Council resolution in Aug 2022 stated to revise the Governance Rules within 3 months, it is now 9 months. So Council took 9 months to do what was resolved to be done in 3 months, and then only 14 days shows absolutely no respect for Community and giving them an appropriate time frame to work through such an important document.

I would also like to note, although Council highlighted and summarised the amendments, and it was indicated and stated by some Councillors in the chamber, that it was only the amendments for feedback, the resolution states “the amended Governance Rules (**Appendix 9.6A**)” therefore all rules can be commented on.

I have serious concerns, that during this term of Council, the Governance rules seem to now be more about control and influence of the Chair than about good governance and democracy.

Our Governance Rules should be clearly supporting our democratic rights and a spirit of democracy for elected representatives and Community, not for “control” by anyone focussed on “power” or “directing” as we have witnessed in recent years.

I present the following feedback:

**New Section #38.**

If the Chair is entitled to speak for or against, ie participate without vacating the Chair, how is the following managed:

- If a Councillor wishes to call a point of order on the Chair while debating as a Councillor, who would the point of order be directed to?  
(eg re Dooen Rd Service Stn Permit, Cr Gulline while debating, spoke about VCAT hearings etc, and a point of order should have been called as what happens at other VCAT hearings is not something that can be considered to decide if a permit complies with the planning scheme)
- If the Chair is debating as a Councillor from the Chair, they should have the same speaking times as any other Councillor under Rule # 42. Who, under would control the speaking time? (referring to the Dooen Rd Permit again, Cr Gulline spoke for over 8 mins)

**Rule 53.3**

The *Chair*, having left the Chair is entitled to participate in the debate and vote on the dissent motion.

- I cannot understand how a Chair can debate and vote on dissent in their own ruling, when it would be expected that they would always support their own ruling. This appears to be a total conflict of interest. In my view this does not pass the “pub test”
- To Note – interesting that when this occurred in Nov 2021, both the CEO and the Mayor said that it was legally ok for the Mayor to vote, so I question, if it was within the rules, why are we now adding this rule??

**Rule 56.4.2**

- Thank you for allowing until Monday for electronically submitted public questions.
- But request that the closing time be 10am please to allow for people who drop them into the receptacle time first thing in the morning, as they are used to having until 5pm.

**Rule 56.8.10**

- I believe this is removing democratic rights by placing more and more limitations on public Questions.

**Rule 56.8.19**

- As the public does not see Council’s response to questions taken on notice, can the responses be added as another pdf below the minutes for that meeting. In line with Councils values of openness and transparency.

**Rule 61.1**

- Not sure why the Chair needs to adjourn the meeting to consider their casting vote, have never seen anything like we have seen in this term of Council on the occasions this has occurred.
- Not sure if the wording is correct because I understood the Chair can only call for a motion to adjourn?
- **BUT if the Chair does call for a motion to adjourn for this purpose, then they should not leave the chamber. This is in the middle of voting and there have been a lot of comments since it occurred recently with some noting the Chair took their phone with them, and others asking who they called. In the interests of good governance and full transparency, a clause should be added stating that they remain in the Chamber.**

Submitted by [REDACTED]  
[REDACTED]

# CREATIVE HORSHAM 2023-2026

HORSHAM RURAL CITY COUNCIL | CREATIVE STRATEGY

Date Adopted: xxxx 2023

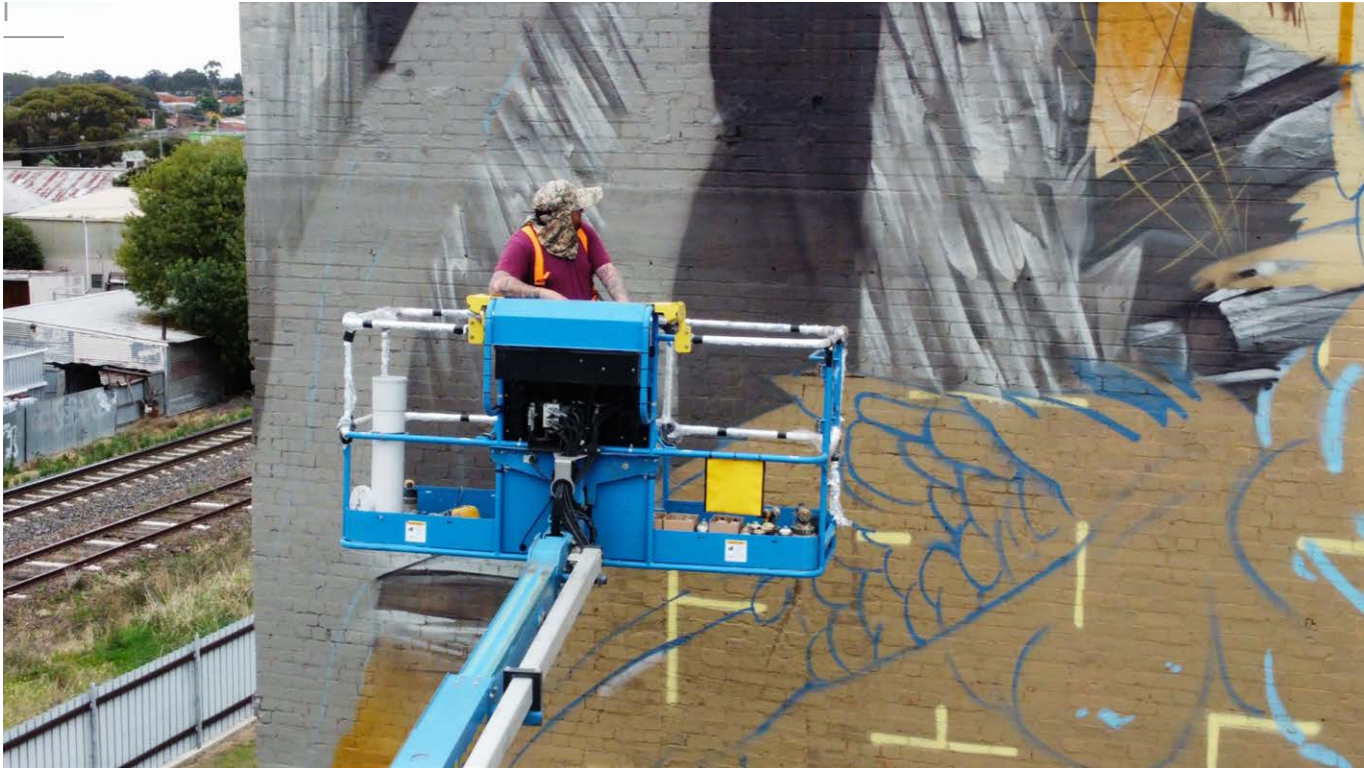


Image: Sam painting the silo.

## ACKNOWLEDGEMENT OF COUNTRY

The Horsham Rural City Council acknowledges the five traditional owner groups of this land; the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.

We recognise the important and ongoing place that all Indigenous people hold in our community.

We pay our respects to the elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.

## ACCESSIBILITY

To access the Strategy in other formats or request a copy, please email [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au), or phone 03 5382 9777

## THANK YOU

The development of Creative Horsham was supported by a range of community and cultural organisations in Horsham and beyond. Thank you to:

- Arena Theatre Company
- Arts Access Victoria
- Australian Museums and Galleries Association Victoria
- Barengi Gadjin Land Council
- Creative Victoria
- Esther Anatolitis
- Goolum Goolum
- Multicultural Arts Victoria
- Music Victoria
- Rising Festival
- The Push
- Theatre Network Australia
- Wall-to-Wall Festival
- Writers Victoria

Creative Horsham was developed by Horsham Rural City Council with support from Regional Arts Victoria. Future Tense completed the Policy Scan and Sector Survey. A Community Reference Group provided input at key stages of the process.

Thank you to the community members and artists who contributed their time and energy to attending a consultation session; completing a survey; making a phone call; sending an email; and those who make, share, attend and support the Horsham Creative Community.



Image: Festoon Family Festival. Photo: Charee Smith.

## EXECUTIVE SUMMARY

Creative Horsham (The Plan) is the creative strategy for Horsham Rural City for 2023-2026, and follows the previous Arts & Culture Strategy which ran from 2014-18.

The Strategy has five themes which guide activity:

- 1. Destination:** entice visitors to the region with a compelling offer of things to do and see in and around Horsham
- 2. Participation:** ensure that everyone can make, do or see art and culture in the Horsham region
- 3. Venues:** our places of Arts and Culture serve the Horsham community
- 4. Partnerships:** support the people and organisations we make Arts and Culture with
- 5. Communications:** celebrate and coordinate the way we tell our stories

Delivery of these five themes will contribute to the Vision for Creative Horsham which builds on the existing Community Vision: Arts & culture contributes to making the Horsham region a vibrant, liveable hub that thrives on strong economic growth and social connectedness.

In turn, successful delivery of Creative Horsham will result in a number of Outcomes:

- 1. Cultural:** Creativity is stimulated; Knowledge, ideals and insight are gained; Diversity of cultural expression is appreciated; Sense of belonging to a shared cultural heritage is deepened.
- 2. Social:** Physical and/or mental wellbeing is improved; Social connectedness is enhanced; Social differences are bridged; Feeling valued is experienced.
- 3. Economic:** Professional practice capability is enhanced; Employment enhancing skill development is facilitated; Individual economic wellbeing is increased; Local economy is supported.

This document comprises five Sections:

- **Section One** provides an Introduction to the Creative Horsham Plan;
- **Section Two** provides Background on the region and the Strategy development;
- **Section Three** outlines the Strategy, detailing the 5 themes and key projects;
- **Section Four** provides and overview of implementation; and,
- **Section Five** provides Appendices relevant to Creative Horsham.



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Photo credit (Cover):  
Photo credit (Left):

# SECTION 1: INTRODUCTION

Horsham Rural City has a rich cultural heritage and is home to a broad range of arts organisations and dynamic creatives showcasing a wealth of diverse arts, and cultural opportunities for the community to enjoy.

Creative Horsham (The Plan) seeks to further recognise and celebrate this richness and aims to outline the opportunities Council and community can play in supporting the progress of arts and culture in our region.

Arts and Culture is a fundamental element to providing a liveable region for our community and provides a pathway to realising the community vision of:

*“In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future”*

## Ambition

The ambition for this Plan is to ensure creativity and the creative sector play a role in delivering on this vision, and that the creative community benefit in turn. In the longer term, this means:

- The creative community is a vital contributor to the vibrancy and liveability of the region;
- The creative sector contributes to the economic growth of the region;
- Creative programs are recognised for their role in supporting social connections;
- Creative professionals and organisations are supported to work and maintain a practice in the region; and,
- Horsham attracts creative professionals from outside the region to live, work and create.

## Purpose

Creative Horsham 2023 – 2027 is the council’s key document relating to development, delivery and growth of arts and culture in the municipality of Horsham. The plan highlights the priorities and strategic direction for cultural services for the next five years, including but not limited to council’s commitment to arts, programming and cultural initiatives across the shire.

The plan seeks to direct resource to enhance arts and cultural infrastructure, services and programs as well as define the council’s role in working with cultural organisations and groups to increase access to arts and cultural experiences for our community and visitors.

## About the Plan

Intensive community engagement was undertaken to ensure this Plan was reflective and responsive to Community. It supports the understanding that arts and culture is a key element in establishing the community’s identity and connection to place, contributing to strong economic development and enhancing health and wellbeing outcomes particularly that of social connection.

Five consistent themes emerged through the extensive community engagement undertaken, capturing the needs and ambitions for the region. These themes are underpinned by the guiding principles of inclusion, innovation, collaboration and reconciliation.



Image: Public Art, Newsagency wall. Photo: Jumpin Jac Flash.

### Theme 1: Destination

Entice visitors to the region with a compelling offer of things to do and see in and around Horsham

### Theme 2: Participation

Ensure that everyone can make, do or see art and culture in the Horsham region

### Theme 3: Venues

Our places of Arts and Culture serve the Horsham community

### Theme 4: Partnerships

Support the people and organisations we make Arts and Culture with

### Theme 5: Communications

Celebrate and coordinate the way we tell our stories

These themes will direct and guide council resources and drive targeted and more co-ordinated action in identifying and building the creative and cultural landscape of Horsham and surrounds.

The Strategy aims to chart this path. To match the ambitions with actions, and weave these themes into the fabric of the wider community vision for Horsham. With so much work already completed or underway, there is much to build upon, but the work must still be deliberate, active and considered.

STRATEGY SUMMARY

Table One provides a snapshot summary of the Creative Themes and Actions for Creative Horsham. More details on each is provided in Section Three.

<p><b>VISION</b> (what it will look like if we succeed)</p> <p>Arts &amp; culture contributes to making the Horsham region a vibrant, liveable hub that thrives on strong economic growth and social connectedness.</p> <p>.....</p> <p><b>OUTCOMES</b> (what it will lead to)</p> <p><b>Cultural:</b> Creativity is stimulated; Knowledge, ideals and insight are gained; Diversity of cultural expression is appreciated; Sense of belonging to a shared cultural heritage is deepened.</p> <p><b>Social:</b> Physical and/or mental wellbeing is improved; Social connectedness is enhanced; Social differences are bridged; Feeling valued is experienced.</p> <p><b>Economic:</b> Professional practice capability is enhanced; Employment enhancing skill development is facilitated; Individual economic wellbeing is increased; Local economy is supported.</p>	<p><b>GUIDING PRINCIPLES</b> (how we will approach everything we do)</p> <p><b>Inclusion:</b> empowering access to opportunity, addressing structural equalities, tackling unconscious bias and developing inclusive organisations.</p> <p><b>Innovation:</b> promoting and encouraging new ways of thinking, new technologies or new approaches in the community.</p> <p><b>Collaboration:</b> fostering respectful relationships, trust and respect.</p> <p><b>Reconciliation:</b> creating an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.</p>
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Table One: Creative Horsham Strategy Summary

CREATIVE THEMES (the Themed goals we're trying to achieve)	ACTIONS (WHAT WE'RE GOING TO DO)		
	Quick Wins (work that is underway or soon to commence)	Work-in-Progress (work building on existing programs, projects or events)	Emerging Opportunities (new initiatives that require further development)
<p><b>Destination:</b> entice visitors to the region with a compelling offer of things to do and see in and around Horsham</p>	<ul style="list-style-type: none"><li>• Increase the range, quality and appropriateness of Visitor Services information and products</li><li>• Ensure Visitor Services successfully integrates into the Horsham Town Hall venue</li><li>• Work with local business to activate the Horsham town centre</li></ul>	<ul style="list-style-type: none"><li>• Implement the recommendations from the Wartook Valley Strategy</li><li>• Implement the recommendations from the Natimuk Social and Economic Plan</li></ul>	<ul style="list-style-type: none"><li>• Review the timeline and offer or existing Arts and Culture events in the Horsham region, and investigate options for developing new events or offerings that fill gaps in the calendar or suite of offers</li><li>• Increase the presence of arts and culture activities that build on the natural assets in the region</li><li>• Build the capacity of local arts events and organisations to professionalise their communication activities</li></ul>

CREATIVE THEMES (the Themed goals we're trying to achieve)	ACTIONS (WHAT WE'RE GOING TO DO)		
	Quick Wins (work that is underway or soon to commence)	Work-in-Progress (work building on existing programs, projects or events)	Emerging Opportunities (new initiatives that require further development)
<p><b>Participation:</b> ensure that everyone can make, do or see art and culture in the Horsham region</p>	<ul style="list-style-type: none"><li>• In consultation with BGLC, develop a partnership agreement</li><li>• Deliver on the Horsham Silo project with BGLC to promote, celebrate and share First Nation stories of significance</li><li>• Work with the local Traditional Owners to identify suitable Aboriginal language names for new streets and public places and facilitate applications through the Registered Aboriginal Party (RAP) Aboriginal Advisory Committee</li><li>• Encourage, promote and celebrate events enriching cultural diversity</li><li>• Design, promote, participate and support municipal activities and events as scheduled including NAIDOC, Volunteers, International Women's Day, Reconciliation Week</li><li>• Develop and implement Council wide guidelines for universal inclusion and access across all activities</li><li>• Prioritise and implement actions from the Open Space Strategy</li><li>• Deliver the Department of Education &amp; Training funded Schools Education Program at the Horsham Town Hall Venue.</li></ul>	<ul style="list-style-type: none"><li>• Implementation of all actions identified in the 2019-2022 Community Inclusion Plan</li><li>• Develop and implement the Horsham North Local Area Plan</li><li>• Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage early</li></ul>	<ul style="list-style-type: none"><li>• Formalise guidance on community cultural protocols with the BGLC</li><li>• Connect local Deaf and disability creatives with resources to showcase their work</li><li>• Invite culturally and linguistically diverse artists to share their creative practice with the wider community</li></ul>

CREATIVE THEMES (the Themed goals we're trying to achieve)	ACTIONS (WHAT WE'RE GOING TO DO)		
	Quick Wins (work that is underway or soon to commence)	Work-in-Progress (work building on existing programs, projects or events)	Emerging Opportunities (new initiatives that require further development)
<b>Venues:</b> our places of Arts and Culture serve the Horsham Community	<ul style="list-style-type: none"><li>• Finalise actions from Stage 1 Concept Plans for Riverfront Activation Project - including detailed design drawings</li><li>• Work with community to develop Concept Plans for Sawyer Park &amp; City Oval and develop detailed designs and drawings</li><li>• Produce, publish and promote an annual program of Horsham Town Hall performances</li><li>• Produce, publish and promote an annual program of visual art</li><li>• Develop and deliver an annual program of Public art commissions, installations and promotion</li><li>• Build on the quality of the Gallery's Visual Art Collection</li><li>• Seek community input and feedback on services at Horsham Town Hall</li><li>• Explore a more efficient technology solution for brokering Accommodation Inquiries and vacancies</li></ul>	<ul style="list-style-type: none"><li>• Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness</li><li>• Prepare a conservation management plan for Horsham Botanical Gardens</li><li>• Prepare a conservation management plan for the Horsham Cinema</li></ul>	<ul style="list-style-type: none"><li>• Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework</li><li>• Support local artists, cultural communities and arts groups to showcase and develop their work</li><li>• Explore incentives for non-Council owned venues to host creatives beyond the CBD</li><li>• Investigate opportunities for arts and cultural programming in future developments, including the Riverfront development</li></ul>

CREATIVE THEMES (the Themed goals we're trying to achieve)	ACTIONS (WHAT WE'RE GOING TO DO)		
	Quick Wins (work that is underway or soon to commence)	Work-in-Progress (work building on existing programs, projects or events)	Emerging Opportunities (new initiatives that require further development)
<b>Partnerships:</b> support the people and organisations we make Arts and Culture with	<ul style="list-style-type: none"><li>• Increased reach and diversity of allocation of Annual Community Grants program</li><li>• Provide support and educate community groups on (Arts &amp; Cultural) grant applications to external funding bodies</li><li>• Partner with the WRLC to promote the library and related events through Council's public notice page</li><li>• Seek funding opportunities through Arts &amp; Culture grants</li></ul>	<ul style="list-style-type: none"><li>• Increase activation and promotion of outdoor venues</li></ul>	<ul style="list-style-type: none"><li>• Support Wesley Committee to make the Wesley Performing Arts Centre operational</li><li>• Collaborate across Council to connect Council resources to needs identified by creative community</li></ul>
<b>Communications:</b> celebrate and coordinate the way we tell our stories	<ul style="list-style-type: none"><li>• Promote recreation (and cultural) activities in our natural environment to increase destination tourism and visitation</li><li>• Develop a calendar of planned community engagements and proposed dates publicly available on our website</li><li>• Promote grant funding options, resources and information available to community groups</li><li>• Installation of an External Weather Proof Digital Promotions Sign in Pynsent Street</li><li>• Upgrade and update Visit Horsham Website</li><li>• Upgrade and update Horsham Town Hall Website</li></ul>	<ul style="list-style-type: none"><li>• Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region</li><li>• Profile Arts &amp; Culture activity in Council communications activity</li><li>• Devise a communications plan for promoting the progress of the Strategy</li></ul>	<ul style="list-style-type: none"><li>• Investigate mentoring support to enhance and coordinate the communications activities of existing community and Council activities</li></ul>

## THE VALUE OF THE ARTS AND CULTURE

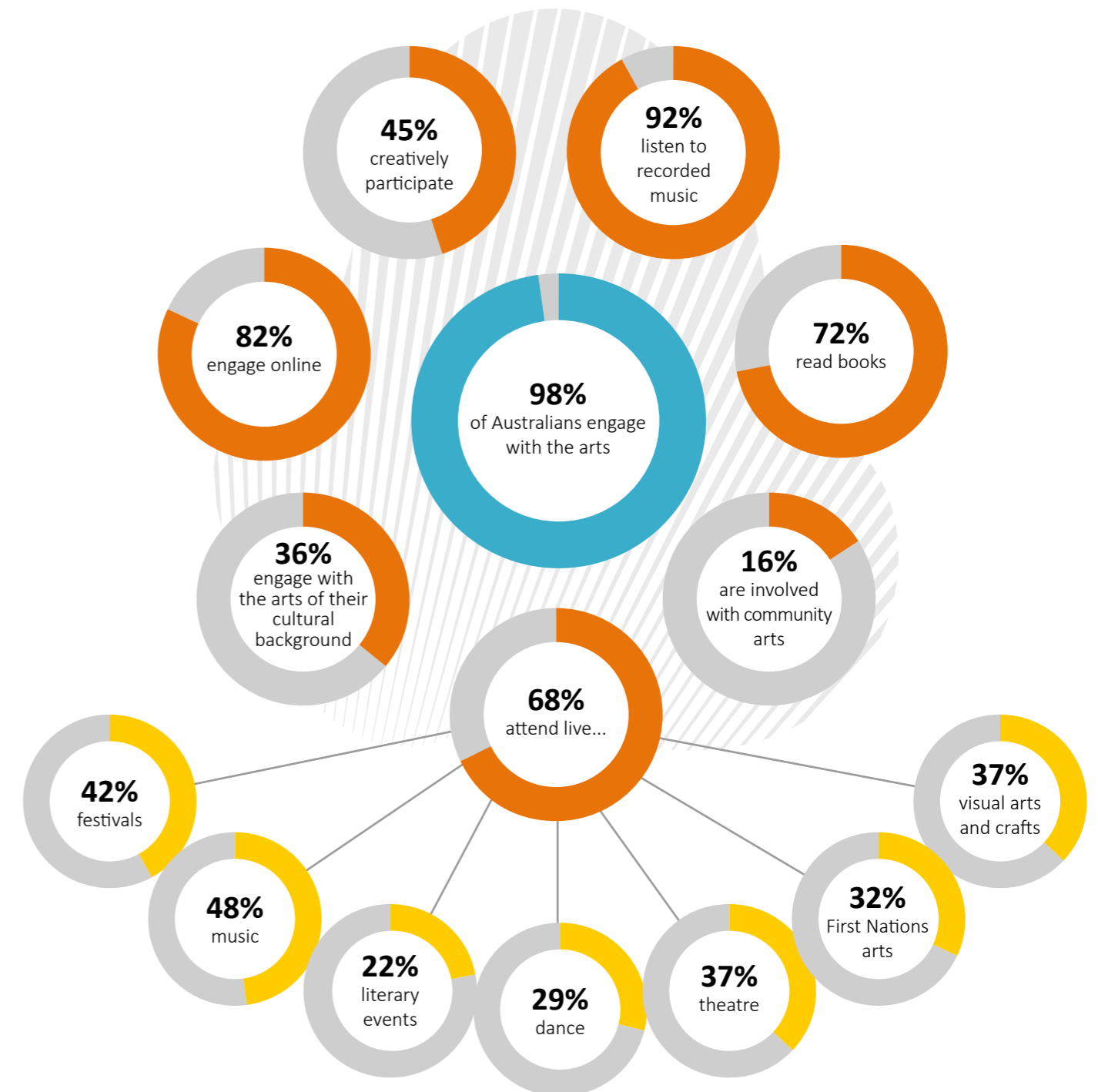
Cultural and art offerings provide avenues for people to express and exchange ideas and, in turn, build understanding of diverse concepts, foster an appreciation of shared and disparate beliefs and build connections in communities (4).

The 'Creating our Future', National Arts Participation Survey (2020) (5) explored the role of arts in Australia and highlighted the importance and value to communities.



## What types of art and cultural activities are we participating in?

Australians' arts engagement 2019



Our people participate in and enjoy a broad range of arts and cultural activities.

*The council's continued investment in cultural assets and opportunities will facilitate our people's access and participation in diverse art forms, genres and opportunity for expression.*

## SECTION TWO: BACKGROUND



### 2.1 WHERE IS HORSHAM RURAL CITY COUNCIL?

For millennia, five traditional owner groups have held custodianship over the land and waters in which Horsham Rural City is now based; namely, the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.

Horsham Rural City is a vibrant, multi-cultural community situated in the heart of the Wimmera region of Victoria, approximately 300 kilometres north-west of Melbourne. The municipality has a population of 19,880, covering an area of 4,267 square kilometres, with approximately three quarters of residents living within the urban area of Horsham.

The municipality has a diverse array of natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles, the Wartook Valley, and the Grampians National Park is nearby.

Horsham Rural City Council includes the major centres of Horsham and Natimuk, and the localities of: Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helen's Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.<sup>1</sup>

As a regional centre, many creative programs also benefit and impact on neighbouring municipalities. Throughout the Strategy, the term 'Horsham region' is used to capture this wider reach and acknowledge the relevance of local creative programs beyond both the municipality and immediate Horsham township.

### 2.2 CREATIVE INDUSTRIES IN THE HORSHAM RURAL CITY COUNCIL AREA

The Horsham Rural City community has a range of organisations supporting the creative sector, including Council. Council provides support through a Community Program which in 2019-20 provided financial and non-financial support in excess of \$60,000.

In addition, the Council run Town Hall and Art Gallery annually support attendance of over 100,000 people, alongside hundreds of exhibitions, workshops and events. 2,493 pieces are held in the Gallery permanent collection, and many volunteers support the work of the Town Hall.

Outside of Council run venues, a range of other existing cultural organisations and venues in the region support creative activity. These include, but are not limited to:

- Arapiles Committee Theatre (ACT Natimuk / Nati Frinj)
- Art Is... Festival Inc
- Barengi Gadjin Land Council
- Goolum Goolum Aboriginal Co-op
- Horsham Arts Council (HAC)
- Horsham Cinema (Heritage)
- Horsham Film Society (HFS)
- Horsham Historical Society, Arapiles Historical Society
- Horsham Regional Arts Association (HRAA)
- Oasis Wimmera
- Smart Artz
- The Makers' Gallery and Studio (Makers')
- The Station (formerly Nexus Youth Centre)
- Wimmera Library Services (including Horsham Library)
- Wimmera Pride
- Wesley Performing Arts Centre (WPAC)

Tens of thousands of attendees, volunteers and workshop participants contribute their time through these organisations, each of which run hundreds of events and sell thousands of tickets each year.

### 2.3 WHY DOES HORSHAM NEED A CREATIVE STRATEGY?

A Creative Strategy guides the ways Council can support and advocate for the creative sector in our region. It allows us to plan and allocate resources, as well as prepares us to seize new opportunities when they arise.

For community members, the Strategy also documents the ways they may interact with Council, and work together on achieving shared outcomes.

Though a Strategy will never capture all of the things the community or Council are delivering, it provides a framework we can use to guide decision-making, based on the priorities we have agreed upon together.



Photo credit:

<sup>1</sup> <https://www.hrcc.vic.gov.au/Our-Council/About-Us/About-Council#section-2>

## 2.4 HOW DOES CREATIVE HORSHAM INTERACT WITH OTHER COUNCIL STRATEGIES?

A number of existing Council documents guide the implementation of this Strategy, including:

- The Horsham Community Vision;
- The 2021-2025 Council Plan;
- Health and Wellbeing Plan;
- Annual Action Plans developed by Council;
- Annual Budgets developed by Council;
- Horsham & Grampians Visitor Information Centre Business & Marketing Plan;
- Wartook Valley Strategy;
- Natimuk Social & Economic Plan;
- Destination Horsham Investment Attracting Strategy & Implementation Plan;
- Horsham North Local Area Plan;
- 2019-2022 Community Inclusion Plan;
- Open Space Strategy;
- Horsham Streetscape Plan;
- Riverfront Activation Project (various, including Stage 1 Concept Plans);
- Public Arts & Heritage Trail;
- Public Art Policy;
- Concept Plans for Sawyer Park and City Oval;
- Social Infrastructure Framework;
- Horsham Heritage Study;
- Annual Community Grants program guidelines; and,
- The Horsham Streetscape Plan.

Links to Council Plans and Policies in full are available at:  
<https://www.hrcc.vic.gov.au/Our-Council/About-Us>.

## 2.5 WHAT DO WE MEAN BY 'ARTS & CULTURE'?

As part of the development of 'Creative State', Victoria's first Creative Industries strategy, Creative Victoria noted:

*Creative industries are an evolving mix of sectors spanning arts, culture, screen, design, publishing and advertising. They cover disciplines as diverse as game development and graphic design, fashion and filmmaking, performing arts and publishing, architecture and advertising, media and music, comedy and craft. They include activities that are commercially-driven and community based, experimental and export-intense.*<sup>2</sup>

Creative Horsham takes a similarly broad approach in considering the diverse fields that contribute to cultural, economic and social life in and around the Horsham Rural City Council area. Throughout the Strategy, unless otherwise specified, the phrases "arts & culture", "culture", "arts" and "creative" are used interchangeable, and intended to cover this broad reach of activity.



Photo credit:

## 2.6 HOW WAS THIS STRATEGY DEVELOPED?

In 2019, Horsham Rural City Council began developing a new creative strategy to build on the legacy of the previous Arts & Culture Plan (2014-18) delivered by Council. Having reviewed and evaluated existing data, Council ran a public tender process and appointed Regional Arts Victoria and Future Tense to draft the new Creative Strategy in early 2021. The brief focused on taking learnings from the previous Arts & Culture Plan (2014-18) which contained a large number of stretch targets not aligned with resources and structures within HRCC. This resulted in a number of actions not being achieved. As such, the objective for this new Strategy was to be inspiring but also reflect that consolidation work on structures and processes is required to create the foundation for success.

Future Tense undertook a Policy Scan and review of existing documents in mid-2021 (see Background Paper). This assisted in determining some key gaps and opportunities not met by policies or strategies already in existence. Also in mid-2021, Council hosted the Horsham Talks Expo to collect opinions from local attendees.

Following this, in late 2021 Regional Arts Victoria co-hosted (with industry experts) a series of public consultation sessions with the community. Simultaneously, a survey was distributed to the local community to collect key data from creatives and creative organisations.

Throughout the process, a number of one-on-one interviews were conducted with individuals from across the community, which strengthened many of the concepts and contributions at the conception stages.

### FIGURE ONE – WHAT WE DID



23

individual or group consultations



8

industry-expert led community events  
attended by 139 people



1

open survey completed by  
66 people



30

existing policy or  
strategy documents reviewed

You can read more about our findings at <https://www.hrcc.vic.gov.au/Have-Your-Say/Creative-Horsham-Plan#:~:text=The%20four%20principles%20that%20will,Reconciliation%2C%20Innovation%2C%20and%20Partnership.&text=Council%20and%20RAV%20have%20extensively,through%20a%20variety%20of%20means.>

<sup>2</sup> [creative.vic.gov.au/creative-state/introduction/victorias-creative-industries](https://creative.vic.gov.au/creative-state/introduction/victorias-creative-industries)

## 2.7 WHAT WE HEARD

Table Two provides a summary of the community engagement analysis undertaken to inform Creative Horsham. More detailed information on outcomes from the investigation phase of the Strategy development is provided in Section Five.

TABLE TWO – WHAT WE HEARD	
CURRENT STRENGTHS	CURRENT CHALLENGES
<ul style="list-style-type: none"><li>• Active community of local artists (both practising professional and community artists and groups)</li><li>• Key flagship cultural institutions, including Gallery and Town Hall</li><li>• Long standing, successful festivals</li><li>• The natural environment</li><li>• Visual arts well established and regarded</li><li>• Large scale, dynamic public art program</li></ul>	<ul style="list-style-type: none"><li>• Limited resources – many groups and ageing volunteer base</li><li>• Huge demand on Traditional Owner groups for support</li><li>• Perceived lack of access to spaces to develop and present work</li><li>• Lack of centralised communications platform for ‘what’s-on’ nor integration across Arts &amp; Cultural, Festivals &amp; Events and Tourism</li><li>• Facilitating cross industry and departmental collaborations and partnerships to better integrate creativity and the creative sector</li></ul>
FUTURE OPPORTUNITIES	FUTURE IMPACTS
<ul style="list-style-type: none"><li>• Realising ambitions of local First People’s communities</li><li>• Profiling and supporting the work of artists with a disability</li><li>• Supporting access to and use of smaller venues for local groups (eg: Wesley and Jubilee Halls)</li><li>• Increased support for experimentation and innovation within existing creative offerings and those emerging / non-traditional</li><li>• Greater facilitation of connections / networks between creative practitioners within the region and inter-regionally</li><li>• Strengthened professional development opportunities for local artists</li><li>• More events or experiences after dark, including those that feature activation, lighting and projection</li><li>• Bringing a wider diversity of entertainment, touring and experimental arts opportunities into region, such as bespoke and large-scale festivals, events and attractions and tourism-based initiatives</li><li>• Branding – pulling multiple smaller activities / events under one umbrella and branding it, like Bendigo and Ballarat have done (<i>Bendigo Ignite &amp; MADE of Ballarat</i>)</li><li>• Horsham Streetscape plan</li></ul>	<ul style="list-style-type: none"><li>• Changing support for some organisations and funding programs at State and Federal level</li><li>• Declining and ageing membership of community organisations</li><li>• Changing climate and impacts on natural attractions</li><li>• Competition with other regional towns and communities to attract artists and visitors</li><li>• Local creators uncertain about future</li><li>• Widening divide between those who can and can’t afford access to cultural experiences</li><li>• Young creatives leaving sector due to lack of opportunities imposed by Covid</li></ul>

## 2.8 THE STRATEGY DEVELOPMENT

In the following pages, outline the approach taken to formalising the Strategy based on where we are; what we did; and what we heard, providing the relevant context to delve into more detail in following sections.

## 2.9 OUR APPROACH

The investigations and background information in previous sections reveal an already active and interested region, with underlying support for the creative sector both from community and Council. It is also an underlying assumption of this Creative Horsham Strategy that creativity can, and does, contribute to delivering on the broader goals of both the Council and local community – not just those identified as being specific to the creative sector.

For this reason, the Vision for Creative Horsham builds on the existing Community Vision: *Arts & culture contributes to making the Horsham region a vibrant, liveable hub that thrives on strong economic growth and social connectedness*. This will realise a number of Cultural, Social and Economic Outcomes.

Similarly, the four Guiding Principles draw from existing Council documents which codify them, including the Community Inclusion Plan; Council Plan; and Reconciliation Action Plan.

As noted in the Introduction, the five Creative Themes established early in the Strategy development process remained remarkably resilient throughout the consultation and investigation stages. Creative Horsham maintains these Themes, and organised Actions to be delivered around them in support of delivering the Vision.

Finally, there are a number of existing programs, strategies and priorities are already in place at the time Creative Horsham comes to life. The work of this Strategy does not exist in a vacuum, and the likelihood of success for any ambitions outlined here increases when it builds upon current strengths of the community and Council. The Strategy thus incorporates Actions already committed to or under way, in addition to those newly identified through Creative Horsham.

The result is a Strategy that cohesively brings together a series of existing, under development, and new Actions under five Creative Themes, each in support of a longer-term Vision. In turn, a series of Cultural, Social and Economic Outcomes will result.

The Strategy uses practical, action-orientated, evidence-based and clear language wherever possible. Section Three presents this information in further detail.



Image: Public Art, Café Jas wall. Photo: Jumpin Jac Flash.

## 2.10 THE STRUCTURE

In this section, we explore the Strategy in more detail. Some definitions of terminology used in this section are provided first.

### VISION: WHAT SUCCESS WILL LOOK LIKE

Arts & culture contributes to making the Horsham region a vibrant, liveable hub that thrives on strong economic growth and social connectedness.

### OUTCOMES: WHAT IT WILL LEAD TO

**Cultural:** Creativity is stimulated; Knowledge, ideals and insight are gained; Diversity of cultural expression is appreciated;

Sense of belonging to a shared cultural heritage is deepened.

**Social:** Physical and/or mental wellbeing is improved; Social connectedness is enhanced; Social differences are bridged; Feeling valued is experienced.

**Economic:** Professional practice capability is enhanced; Employment enhancing skill development is facilitated; Individual economic wellbeing is increased; Local economy is supported.

### GUIDING PRINCIPLES: “HOW WE WILL APPROACH EVERYTHING WE DO”

**Inclusion:** empowering access to opportunity, addressing structural equalities, tackling unconscious bias and developing inclusive organisations.

**Innovation:** promoting and encouraging new ways of thinking, new technologies or new approaches in the community.

**Collaboration:** fostering respectful relationships, trust and respect.

**Reconciliation:** creating an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.

## CREATIVE THEMES

Five themes emerged early, and remained consistent, throughout the development of the Strategy. These are:

- **Destination:** entice visitors to the region with a compelling offer of things to do and see in and around Horsham.
- **Participation:** ensure that everyone can make, do or see art and culture in the Horsham region.
- **Venues:** our places of Arts and Culture serve the Horsham Community.
- **Partnerships:** support the people and organisations we make Arts and Culture with.
- **Communications:** celebrate and coordinate the way we tell our stories.

## EVIDENCE SUPPORTING THEMES

A brief summary of evidence collected to support each Creative Theme and the connected Actions is included in the relevant sections. Also included, where appropriate, are lists of other Council plans, projects or strategies that directly link with the Actions for the Theme.

## ACTIONS

The list of Actions outline what will be delivered. For each Creative Theme, Actions are presented in three categories:

- **Quick Wins:** these Actions represent work that can be done now. It might include continuing existing projects; completing prior commitments; or making achievement adjustments in the next 12 months.
- **Work-in-Progress:** this work is underway or builds on previous reports, strategies or plans, but may not be actioned in the coming 12 months as further resourcing or investigation is required.
- **Emerging Opportunities:** arising from the multiple investigations and consultations informing Creative Horsham, Emerging Opportunity Actions are what we should do next; they will require further work and resourcing to commence but are priorities in the life of this Strategy.

Note: In the Summary Document, the Emerging Opportunities are presented under Project headings and stages to assist with ease of translation into implementation.

## KEY PROJECT PER THEME:

The Creative Horsham Background Paper details all actions underneath each of the themes divided into quick wins, work in progress and emerging opportunities. The Creative Horsham Plan highlights a key priority project per theme and steps to achieve the Creative Horsham vision.



Image: Silo, Black Cockatoo. Photo:

# SECTION THREE: STRATEGY IN DETAIL

## CREATIVE THEME 1: DESTINATION

Entice visitors to the region with a compelling offer of things to do and see in and around Horsham.

### ABOUT THIS CREATIVE THEME

The appeal of the Horsham region as a place to visit, work, play and live both influences, and is influenced by, opportunities to make and experience the arts, creativity and culture locally. Council and the community alike share a strong desire to showcase the region and see an obvious role for creative practice, both in terms of:

- highlighting the long-standing creative talent that exists and work already produced in the region; and,
- attracting high profiles events and performers to the region and in turn drawing in audiences from Horsham and surrounds.

A focus of this Plan will be providing the support required to ensure a compelling, accessible and year-round calendar of creative offerings is available to attract visitors in Horsham and surrounds. Critical to this, is ensuring the support of key tourism and attraction infrastructure, including visitor services, and so early quick-wins and work-in-progress Actions focus on these key support structures. This will lay the foundations for bigger picture, longer-term Actions that further develop the events and attraction calendar in the region.

This Theme includes (but is not limited to) goals relating to festivals, events, public art, place making, activation, visitation and tourism.

### EVIDENCE SUPPORTING THIS THEME

Compared to domestic tourists overall, arts tourists are more likely to stay longer and spend more in a region, and domestic arts tourists are willing to travel to regional centres. The Horsham & Grampians Visitor Information Centre Business & Marketing Plan highlights the impact of the tourism industry in Horsham region, an industry which:

- generates \$93.7m of economic output;
- supports 551 full time equivalent jobs; and,
- had 671,000 domestic day trip visitors in 2019

Visitors to the Grampians region like to go walking and sightseeing, including at national/state parks; visit family and friends; shop; visit wineries and dine out. The natural environment was a strong theme in the Creative Horsham community consultations too, whilst participants added that the capacity to deliver more events (in particular ‘after dark’-style projection and lighting events) would provide opportunities to reconnect after COVID and reach new audiences.

Complementing this, the Strategy and Policy Scan identified opportunities for bringing a wider diversity of entertainment, touring and experimental arts opportunities into the region. Local creatives want to expand their reach nationally and internationally; want more live music; and would like more display and performance opportunities, and saw Council as playing a critical role in brokering access to opportunities outside the region.

### OTHER COUNCIL PLANS IMPACTING THIS THEME

Council strategies, plans and policies which are in effect or currently in development that may directly impact on or further the Actions in this Creative Theme include:

- Horsham & Grampians Visitor Information Centre Business & Marketing Plan;
- Wartook Valley Strategy;
- Natimuk Economic and Social Plan; and,
- Destination Horsham Investment Attracting Strategy & Implementation Plan.

### ACTIONS, LINKS TO COUNCIL PLAN AND EVALUATION

Work is already under way on a number of Actions relevant to this Theme, and a number of others can be actioned quickly. The integration of Visitor Services into the Horsham Town Hall is an opportunity for a number of goals relevant to Creative Horsham, but some initial groundwork needs be completed first. Quick wins are shown in green, Work in progress blue and emerging opportunities in orange.

ACTIONS	LINKS TO COUNCIL PLAN			EVALUATION NOTES
	THEMES	STRATEGIES	PRIORITIES AND INITIATIVES	
1.1 Increase the range, quality and appropriateness of Visitor Services information and products	Community	A community that encourages and celebrates all cultures, heritage and diversity	Promote and support the municipality’s key tourism, events and local and cultural offerings	Visitation and product sales reported monthly to Council
1.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue				Increased visitation reported monthly to Council
1.3 Work with local business to activate the Horsham town centre	Sustainability	Achieve a sustainable and sound environmental future	Support business resilience and recovery from the impact of business interruption	Investment, Attraction & Growth monthly report
1.4 Implement the recommendations from the Wartook Valley Strategy			Plan for sustainable development which balances economic, environmental, and social considerations	Progress Report to Council
1.5 Implement the recommendations from the Natimuk Social and Economic Plan				
1.6 Review the timeline and offer for existing Arts and Culture events in the Horsham region, and investigate options for developing new events or offerings that fill gaps in the calendar or suite of offers	Community	A community that encourages and celebrates all cultures, heritage and diversity	Promote and support the municipality’s key tourism, events and local and cultural offerings	Calendar published
1.7 Increase the presence of arts and culture activities that build on the natural assets in the region				Incentives developed
1.8 Build the capacity of local arts events and organisations to professionalise their communication activities				Development program launched

## KEY PROJECT FOR THEME 1: BUILDING THE VISITOR EXPERIENCE

### THEME: DESTINATION

*Entice visitors to the region with a compelling offer of things to do and see in and around Horsham*

#### Description:

This project recognises the opportunities to better show case Horsham as a destination to visit and explore. It will investigate areas including the planning and promoting of events, programming of events and spaces to attract visitors to stay longer, the investigation into new offerings and experience packages for visitors and increased marketing of the local produce and art for purchase in the Horsham Town Hall. This project recognises communication and marketing of these experiences is essential to building Horsham as a destination

#### Why are we doing it?

The HRCC Council Plan 2021-2025 highlights the importance of this project through the initiative and priority to “Promote and support the municipality’s key tourism, events and local and cultural offerings” under the Community theme and the strategy to build “a sustainable economy where local business, agriculture, tourism and other diverse industries thrive.” In focusing in this area the liveability and sustainability of our municipality is further developed not only attracting visitors but showcasing the offerings of Horsham and surrounds and promoting its liveability.

#### Steps for Implementation:

- 1. Finalise** the HRCC internal events review to outline gaps, methods to bridge the gaps and timeline on way forward.
- 2. Implement** the Plan stemming from the internal events review in collaboration with other departments with a focus to:
  - better support the community in delivering events
  - strategically plan for any HRCC initiated events
  - develop the process to coordinate long term larger scale events run by external promoters
- 3. Create** and develop new visitor experiences with new offerings
- 4. Communicate**, on programs and events/festivals effectively using a range of different avenues to reach audiences locally and further out.
- 5. Promote** local produce and artist wares in the region



Image: Festoon Family Festival. Photo: Charee Smith.

## CREATIVE THEME 2: PARTICIPATION

*Ensure that everyone can make, do or see art and culture in the Horsham region.*

### ABOUT THIS CREATIVE THEME

The Guiding Principle of “Inclusion” impacts across the entire Creative Horsham Strategy, but the Creative Theme of Participation is where this principle is most actively pursued with concrete Actions. A core commitment of Creative Horsham is that the benefits of making and participating in creative practice should be available to everyone, regardless of age, cultural background, location, or experiences of disability.

Participation as a Creative Theme is focused on ensuring:

- everyone can access arts and cultural experiences in the Horsham region; and,
- the full potential of the arts to celebrate the region’s diversity is realised.

Quick Wins for this Creative Theme embed some existing programs and projects across the life of Creative Horsham. Works-in-Progress allows for core inclusion goals from complimentary strategies delivered by Council, and Emerging Opportunities focus on showcasing local artist achievements in the region and reducing barriers for community organisations to do the same.

Actions are focused on (but not limited to) art making, arts experience, audiences, making art happen, and championing of artists.

### EVIDENCE SUPPORTING THE THEME

VicHealth has found multiple benefits for health and wellbeing through participating in the arts, including both strengthening community connection and providing platforms for less prominent voices.<sup>3</sup> As was evident in the Creative Sector survey, with 95% of creative practitioners saying their work was important for their wellbeing.<sup>4</sup> The Horsham Rural City Community Inclusion Plan also observed better access to recreation, sporting and cultural facilities as a common consultation theme.<sup>5</sup>

Access and equity was a topic of interest at almost every one of the community consultation sessions. Feedback from attendees ranged from more opportunities for participation and celebration of local artists with a disability and/or deaf through to event or project ideas to celebrate young people, First Peoples and elders. It was also noted in the consultation sessions that financial barriers currently prevent some people from fully participating in the arts; attendees felt free or public art programs were one way to address this barrier.<sup>6</sup>

Community feedback was endorsed through the Strategy and Policy Scan, which found a need for increased institutional, structural and communal supports to further reach currently disengaged communities. Opportunities the Scan highlighted included increasing supports to marginalised demographics and communities across the region and encouragement of investment in arts education.

### OTHER COUNCIL PLANS IMPACTING THIS THEME

Council strategies, plans and policies which are in effect or currently in development that may directly impact on or further the Actions in this Creative Theme include:

- Horsham North Local Area Plan;
- 2019-2022 Community Inclusion Plan; and,
- Open Space Strategy.

<sup>3</sup> <https://www.vichealth.vic.gov.au/our-work/arts-and-social-connection#:~:text=Participating%20in%20arts%20and%20cultural,solutions%20to%20health%20promotion%20challenges.>

<sup>4</sup> See Section 19.

<sup>5</sup> <https://www.hrcc.vic.gov.au/files/assets/public/document-resources/our-council/publications/council-plans/community-inclusion-plan-2019-2022.pdf>

<sup>6</sup> See Section 17.

<sup>7</sup> See Section 18.

ACTIONS, LINKS TO COUNCIL PLAN AND EVALUATION

A number of exciting project outcomes are nearing presentation stage as Creative Horsham goes live, whilst other programs are now a feature of ongoing Council work. These are all confirmed and included as Quick Wins here. Quick wins are shown in green.

ACTIONS	LINKS TO COUNCIL PLAN			EVALUATION NOTES
	THEMES	STRATEGIES	PRIORITIES AND INITIATIVES	
2.1 In consultation with BGLC, develop a partnership agreement	Community	A region that acknowledges and engages with First Nations people on place, connection and truth	Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham	Partnership agreement developed and adopted by Council
2.2 Deliver on the Horsham Silo project with BGLC to promote, celebrate and share First Nation stories of significance				Silo art complete
2.3 Work with the local Traditional Owners to identify suitable Aboriginal language names for new streets and public places and facilitate applications through the Registered Aboriginal Party (RAP) Aboriginal Advisory Committee				Council’s Street, Road, Places Naming Policy reviewed and adopted by Council. Process established.
2.4 Encourage, promote and celebrate events enriching cultural diversity		A community that encourages and celebrates all cultures, heritage and diversity	Promote and support the municipality’s key tourism, events and local and cultural offerings	Report on the number of cultural events at Horsham Town Hall
2.5 Design, promote, participate and support municipal activities and events as scheduled including NAIDOC, Volunteers, International Women’s Day, Reconciliation Week	Liveability	Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds	Promote opportunities for life long social interactions and enjoyment	Events reported in the Quarterly Report
2.6 Develop and implement Council wide guidelines for universal inclusion and access across all activities				Universal Access Guidelines adopted by Council

ACTIONS	LINKS TO COUNCIL PLAN			EVALUATION NOTES
	THEMES	STRATEGIES	PRIORITIES AND INITIATIVES	
2.7 Prioritise and implement actions from the Open Space Strategy	Accessibility	Improved and connected transport services and networks in and around the region	Planning for places and spaces to provide connectedness and social inclusion	Progress Report to Council
2.8 Deliver the Department of Education & Training funded Schools Education Program at the Horsham Town Hall Venue.			Support lifelong learning opportunities for all people	Report to Council on participation at Horsham Town Hall
2.9 Implementation of all actions identified in the 2019-2022 Community Inclusion Plan	Community	An inclusive, accessible, connected and safe community	Enhance the inclusivity, accessibility and safety of our places and spaces	Annual progress report to Council
2.10 Develop and implement the Horsham North Local Area Plan				Horsham North Local Area Plan adopted by Council
2.11 Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage early		A region that acknowledges and engages with First Nations people on place, connection and truth	Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham	Report presented to Council; Cultural Heritage Overlay completed
2.12 Formalise guidance on community cultural protocols with the BGLC				Protocols developed
2.13 Connect local Deaf and disability creatives with resources to showcase their work	Liveability	A destination to live, work, explore and invest	Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning	Work is showcased
2.14 Invite culturally and linguistically diverse artists to share their creative practice with the wider community	Accessibility	Diverse services, programs and facilities that are accessible to all	Advocate for supporting infrastructure to ensure connections to key places and services	

## KEY PROJECT FOCUS FOR THEME 2: ART FOR EVERYONE

Ensure that everyone can make, do or see art and culture in the Horsham region.

### THEME: PARTICIPATION

#### Description:

A core commitment of Creative Horsham is that the benefits of making, experiencing and participating in creative practice should be available to everyone, regardless of age, cultural background, location, or experiences of disability.

#### Why are we doing it?

Access and equity was raised at many of the community consultation sessions. Feedback ranged from more opportunities for participation and celebration of local artists with a disability through to identification that barriers currently exist that prevent some people from fully participating in the arts – particularly those in marginalised demographics.



Image: Something in the Dark, Black Hole Theatre. Nati Frinj 2022.  
Photo: Suzanne Phoenix.

#### Steps for Implementation:

- 1. Align** deliverables from Creative Horsham to the HRCC Disability Access and Inclusion Plan to promote greater inclusion and access for all.
- 2. Develop** and implement a Horsham Town Hall Equity Action Plan.
- 3. Plan** at least one program annually across genres that focuses on diversity and inclusiveness.
- 4. Investigate** barriers that exist that prevent community members (particularly those in under-represented groups) from accessing arts and culture programs and work towards a plan to address these barriers (e.g. access to info for visually impaired, easy English documents, audio described options for the Gallery, inclusive/accessible communications)
- 5. Investigate** a process or system to connect local creatives to avenues to showcase their work promoting diversity and inclusion.
- 6. Invite** culturally and linguistically diverse artists, those living with a disability or those from under represented segments of the community to share their creative practice with the wider community
- 7. Develop** a strategic programming plan to increase opportunities of under represented groups in accessing the venue.
- 8. Build** on current partnerships with industry professionals e.g. VAPAC to inform audience development and program planning.
- 9. Partner** with creatives to make new work removing barriers to under represented groups in accessing arts and culture opportunities.
- 10. Promote** and celebrate events enriching cultural diversity and equity

## CREATIVE THEME 3: VENUES

Our places of Arts and Culture serve the Horsham Community.

### ABOUT THIS CREATIVE THEME

Horsham is fortunate to have access to significant infrastructure assets that range in scale and level of Council involvement. Whilst none of them are exclusively used for creative outcomes (and in some cases, not even primarily used as such), Council and the community have demonstrated experience in activating these spaces for a variety of creative outcomes. This Theme seeks to build on this track record.

Attached to this Theme are Actions relating to the ongoing running of Council assets, whilst simultaneously exploring ways to open them up for wider community use. Additionally, opportunities to engage with new developments such as the Riverfront Activation and Sawyer Park and City Oval projects. Conservation and heritage considerations also interact with this Theme, as do partnerships that may open up currently underutilised spaces for creative use.

Venues, as they are referred to in this Theme, include Horsham Town Hall Performing Arts Centre, Horsham Regional Art Gallery, Wesley Hall, Horsham Cinema, Jubilee Hall, The Station, and the Small Halls dotted through the Horsham region.

### EVIDENCE SUPPORTING THE THEME

Investment in arts infrastructure in regional communities can generate additional economic activity; employment; volunteering; and attendance at arts events.<sup>8</sup> State and local-government funding is important in ensuring local audiences are able to access a greater quantity, quality and diversity of arts programs, in turn allowing venues to contribute to the social, cultural and economic development of a region.<sup>9</sup>

Community access to either existing or as yet untapped places to create and show local work was demanded at most community consultation sessions. Venues were seen as places that could perform this role, as well as facilitate experimentation and risk for emerging or smaller arts groups. The role of Council-run venues in presenting experiences for a wide audience to enjoy was understood.<sup>10</sup>

Access to space to develop and present work was the commonly cited need for local creatives in the Sector Survey, with display and performance opportunities for local artists ranking second as the thing respondents wanted to see more of. This Sector Survey also recommended Council take a role facilitating connections between creative practitioners.<sup>11</sup>

The Strategy and Policy Scan found that current Council investment in arts and culture focuses mainly on Council-run institutions, such as the Horsham Town Hall. The Scan identified opportunities to support community-run arts and culture initiatives and institutions outside this more narrow focus, including through bringing a wider diversity of entertainment, touring and experimental arts opportunities into the region.<sup>12</sup>

### OTHER COUNCIL PLANS IMPACTING THIS THEME

Council strategies, plans and policies which are in effect or currently in development that may directly impact on or further the Actions in this Creative Theme include:

- Horsham Streetscape Plan;
- Riverfront Activation Project (various, including Stage 1 Concept Plans);
- Public Arts & Heritage Trail;
- Public Art Policy;
- Concept Plans for Sawyer Park and City Oval;
- Social Infrastructure Framework; and,
- Horsham Heritage Study.

<sup>8</sup> [https://creative.vic.gov.au/\\_\\_data/assets/word\\_doc/0020/56360/-THE\\_ARTS\\_RIPPLE\\_EFFECT\\_VALUING\\_THE\\_ARTS\\_IN\\_COMMUNITIES\\_accessible\\_version.docx](https://creative.vic.gov.au/__data/assets/word_doc/0020/56360/-THE_ARTS_RIPPLE_EFFECT_VALUING_THE_ARTS_IN_COMMUNITIES_accessible_version.docx)

<sup>9</sup> [https://creative.vic.gov.au/\\_\\_data/assets/pdf\\_file/0007/56761/Creative\\_Victoria-Regional\\_Development\\_Evaluation-Jan2016-2.pdf](https://creative.vic.gov.au/__data/assets/pdf_file/0007/56761/Creative_Victoria-Regional_Development_Evaluation-Jan2016-2.pdf)

<sup>10</sup> See Section 17.

<sup>11</sup> See Section 19.

<sup>12</sup> See Section 18.

ACTIONS, LINKS TO COUNCIL PLAN AND EVALUATION

Actions which are part of ongoing work or can be begun quickly are listed below. Quick wins are shown in green, Work in progress blue and emerging opportunities in orange.

ACTIONS	LINKS TO COUNCIL PLAN			EVALUATION NOTES
	THEMES	STRATEGIES	PRIORITIES AND INITIATIVES	
3.1 Finalise actions from Stage 1 Concept Plans for Riverfront Activation Project- including detailed design drawings	Liveability	Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds	Create engaging spaces and places for social connection and wellbeing to build community resilience	Stage 1 Actions finalised
3.2 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings				Concept plan endorsed by Council; works underway.
3.3 Produce, publish and promote an annual program of Horsham Town Hall performances		Diverse and connected open spaces	Encourage participation, diversity and growth in sports, events, arts and culture	Report to Council on participation at Horsham Town Hall events
3.4 Produce, publish and promote an annual program of visual art				Report to Council on Public art outcomes
3.5 Develop and deliver an annual program of Public art commissions, installations and promotion				
3.6 Build on the quality of the Gallery’s Visual Art Collection				
3.7 Seek community input and feedback on services at Horsham Town Hall	Leadership	Good governance, through leadership and connection with community	Build trust through meaningful community engagement and transparent decision making	Horsham Town Hall Community Feedback Forum held annually
3.8 Explore a more efficient technology solution for brokering Accommodation Inquiries and vacancies		High organisational standards focussing on continuous improvement	Implement systems, processes and use of technology that support efficient and secure business operations	Options Report present to EMT

ACTIONS	LINKS TO COUNCIL PLAN			EVALUATION NOTES
	THEMES	STRATEGIES	PRIORITIES AND INITIATIVES	
3.9 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness	Community	A community that encourages and celebrates all cultures, heritage and diversity	Promote and support the municipality's key tourism, events and local and cultural offering	Horsham Planning Scheme amended
3.10 Prepare a conservation management plan for Horsham Botanical Gardens		A community that encourages and celebrates all cultures, heritage and diversity	Promote and support the municipality's key tourism, events and local and cultural offering	Horsham Botanical Gardens Conservation Management Plan is endorsed by Council
3.11 Prepare a conservation management plan for the Horsham Cinema				Horsham Cinema Conservation Management Plan endorsed by Council
3.12 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	Accessibility	Improved and connected transport services and networks in and around the region	Planning for places and spaces to provide connectedness and social inclusion	One Plan per year developed and adopted by Executive Management Team
3.13 Support local artists, cultural communities and arts groups to showcase and develop their work	Liveability	A destination to live, work, explore and invest	Encourage participation, diversity and growth in sports, events, arts and culture	Showcase plan developed
3.14 Explore incentives for non Council owned venues to host creatives beyond the CBD		Diverse and connected open spaces	Create engaging spaces and places for social connection and wellbeing to build community resilience	Incentives developed
3.15 Investigate opportunities for arts and cultural programming in future developments, including the Riverfront development				Programming delivered

## KEY PROJECT FOCUS FOR THEME 3: VENUES ENABLING COMMUNITY

*Our places of Arts and Culture serve the Horsham Community.*

### THEME: VENUES

#### Description:

This project focuses on leveraging venues to promote arts and culture in the community and identifying new opportunities for growth.

#### Why are we doing it?

Council and the community have demonstrated experience in activating spaces for a variety of creative outcomes. This Theme seeks to close the gap around the range of creative spaces available for creatives to activate, create works and also showcase works.

#### Steps for Implementation:

1. **Advocate** for The Wesley to come online in partnership with the Wesley committee as a compliment to the Horsham Town Hall venue offerings
2. **Develop** a business model to program and resource the service delivery model of the venues offerings for arts and culture spaces. (This is in collaboration with HRCC venues)
3. **Develop** the sustainable model to program and resource events at Sawyer park stage for activation
4. **Develop** communications on available spaces to hire including conferences and community halls
5. **Research** and develop framework to guide the balance between community and commercial use
6. **Support** local artists, cultural communities and arts groups to showcase and develop their work through the HRAG Community Gallery.
7. **Investigate** opportunities for arts and cultural programming in future developments and HRCC projects.



Image: Photo:

## CREATIVE THEME 4: PARTNERSHIPS

Support the people and organisations we make Arts and Culture with.

### ABOUT THIS CREATIVE THEME

Council has a role in ensuring the success of Creative Horsham beyond just that as a delivery agent. There are many creative (and non-arts) organisations in the region that already work with Council in a variety of ways, but there are more still looking for ways to make this connection. Council can play an expertise, facilitation and advocacy role through the maintenance of strong partnerships with community, as well as other institutions.

Within this Theme, consideration is given to both providing funding through Council to community, and also attracting outside funds to the region (as well as helping community groups to do the same). Bringing the Wesley Performing Arts Centre online is an exciting partnerships project opportunity, and sharing Council promotional support for creative events (both community- and Council-driven) will be another vital cog in the Creative Horsham approach.

Partnerships that will be vital to the successful delivery of Creative Horsham include those with, Traditional Owners, arts organisations, libraries, historical societies, museums, health/wellbeing organisations, businesses, and parks.

### EVIDENCE SUPPORTING THE THEME

Arts partnerships are an established means of supporting a range of outcomes for governments, businesses, schools, and health bodies, amongst others. For example, partnering with arts organisations can improve efficiency, brand awareness, and employee engagement for business.<sup>13</sup> Arts partnerships can also increase community engagement on health issues<sup>14</sup>, and provide a range of benefits for students and teachers alike when provided in an education setting.<sup>15</sup>

The Sector Survey found practitioners keen to improve their networks, financial growth and viability. They also sought support and encouragement to take risks and innovate with new ideas, a role they felt Council could play.<sup>16</sup> This is reinforced by the findings of the Strategy and Policy Scan, which found a need for increased institutional, structural and communal supports to consolidate the strengths of the region.<sup>17</sup>

The Scan also observed an opportunity to expand the focus of Council beyond community arts to include established creative practitioners and the professional services component of the creative industries. Similarly, in the community consultations, there was a common desire for more organisations based locally to have opportunities to work with each other and with those from outside the region. The community consultation also revealed a desire to redefine the colonial historical narrative of the region and connect to the stories of local First Peoples.<sup>18</sup>

### OTHER COUNCIL PLANS IMPACTING THIS THEME

Council strategies, plans and policies which are in effect or currently in development that may directly impact on or further the Actions in this Creative Theme include:

- Annual Community Grants program guidelines.

<sup>13</sup> <https://ellisjones.com.au/strengthen-your-organisation-through-arts-partnerships/>

<sup>14</sup> <https://www.vichealth.vic.gov.au/funding/art-of-good-health-partnership-grant>

<sup>15</sup> <https://www.artsedsearch.org/study/partnerships-between-schools-and-the-professional-arts-sector-evaluation-of-impact-on-student-outcomes/>

<sup>16</sup> See Section 19.

<sup>17</sup> See Section 18.

<sup>18</sup> See Section 17.

ACTIONS, LINKS TO COUNCIL PLAN AND EVALUATION

Quick Wins for this Creative Theme involve increasing the reach of existing programs, as well as facilitating access to resources and funds outside of Council, especially partnerships that mutually and respectfully reinforce each other. Quick wins are shown in green, Work in progress blue and emerging opportunities in orange

ACTIONS	LINKS TO COUNCIL PLAN			EVALUATION NOTES
	THEMES	STRATEGIES	PRIORITIES AND INITIATIVES	
4.1 Increased reach and diversity of allocation of Annual Community Grants program	Community	A community that encourages and celebrates all cultures, heritage and diversity	Support and empower localised community groups in their goals and plans	Report to Council on % increase of new successful applications
4.2 Provide support and educate community groups on (Arts & Cultural) grant applications to external funding bodies				Report to Council on applications and assistance provided
4.3 Partner with the WRLC to promote the library and related events through Council’s public notice page	Liveability	Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds	Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning	Report to Council via the Quarterly Report
4.4 Seek funding opportunities through Arts & Culture grants		Diverse and connected open spaces	Encourage participation, diversity and growth in sports, events, arts and culture	Monthly Finance Report - Grants
4.5 Increase activation and promotion of outdoor venues	Community	A community that encourages and celebrates all cultures, heritage and diversity	Support and empower localised community groups in their goals and plans	Report to EMT on usage of indoor and outdoor venues
4.6 Support Wesley Committee to make the Wesley Performing Arts Centre operational				Venue is operational
4.7 Collaborate across Council to connect Council resources to needs identified by creative community	Leadership	Good governance, through leadership and connection with community	Build trust through meaningful community engagement and transparent decision making	Needs Report complete

KEY PROJECT FOCUS FOR THEME 4: RECOGNISING OUR FIRST NATIONS

Support the people and organisations with whom we make Arts and Culture.

THEME: PARTNERSHIPS

Description:

This project recognises the ongoing commitment to partner with First Nations to celebrate arts and culture and share culture with the broader community.

Why are we doing it?

Reconciliation is one of the guiding principles of Creative Horsham- creating an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.

Steps for Implementation:

- 1. **Continue** to embed partnership with BGLC and Goolum Goolum.
- 2. **Build** relationships with First Nations artists and work together to build a platform to allow for sharing of their rich art and culture.
- 3. **Support** First Nations events including National Reconciliation Week and NAIDOC Week.
- 4. **Work** in partnership with First Nations artists to identify opportunities to develop workshops to share their art and culture with students.



Image: On Wimmera land artwork, Painted with Light. Artist: Tanisha Lovett, Gunditjmara and Wotjobaluk artist. Photo: Mary French

# CREATIVE THEME 5: COMMUNICATIONS

Celebrate and coordinate the way we tell our stories.

## ABOUT THIS CREATIVE THEME

As is often the case when bringing a community together to discuss a new Strategy, a common refrain amongst consulted participants was “if only more people knew all the wonderful things we are doing.” Simultaneously, many attending the group consultation sessions felt they learnt more about new projects and organisations in their own community that they had not previously engaged with.

This Theme is about attempting to reduce this gap, so that the great work happening in the Horsham region’s creative community is celebrated, coordinated, and supported by audiences. To do so requires some updates to promotional tools such as websites and signage, newsletters and information. The Actions in this Theme identify these activities, as well as open the possibility for community members to take ownership of better communicating their own work.

Communication as it is presented in this Theme refers to marketing, branding, newsletters, website information, evaluation, history and heritage.

## EVIDENCE SUPPORTING THE THEME

Competition for audiences and reach amongst arts organisations continues to increase, with a saturated market requiring more and more savvy approaches to communication.<sup>19</sup> Challenges with the fragmentation of media markets, undermining of price, and changing demographics have all contributed to making arts marketing more difficult than in years passed.<sup>20</sup> These challenges can be even harder to navigate for smaller organisations or regional communities.

The role of Council as a facilitator and enabler was endorsed beyond just providing funds for projects in the community consultations. Participants saw Council as a critical organiser and navigator of communications internally, as well as providing a platform for celebrating the work of local creatives. There is an opportunity to provide further meetings or other networking tools to encourage this sharing amongst local arts groups.<sup>21</sup>

Maximising the impact of creative sector across all Council departments, including communications, was seen as an opportunity in the Strategy and Policy Scan. The Scan also found funding for community activities inconsistent and minimal, which only further reinforces the need for Council to take a whole-of-Council approach to supporting arts outcomes.<sup>22</sup>

The Sector Survey found practitioners are keen to expand their networks and gain access to more professional development opportunities. Council can play a role in connecting local creatives to opportunities beyond just those provided locally, as well as identifying commissioning and engagement opportunities across Council activities.<sup>23</sup>

## OTHER COUNCIL PLANS IMPACTING THIS THEME

Council strategies, plans and policies which are in effect or currently in development that may directly impact on or further the Actions in this Creative Theme include:

- Horsham & Grampians Visitor Information Centre Business & Marketing Plan; and,
- Destination Horsham Investment Attracting Strategy & Implementation Plan.

<sup>19</sup> [https://www.deakin.edu.au/\\_\\_data/assets/pdf\\_file/0004/299218/colbert-2009.pdf](https://www.deakin.edu.au/__data/assets/pdf_file/0004/299218/colbert-2009.pdf)

<sup>20</sup> <http://nsfconsulting.com.au/arts-marketing-branding/>

<sup>21</sup> See Section 17.

<sup>22</sup> See Section 18.

<sup>23</sup> See Section 19.

# ACTIONS, LINKS TO COUNCIL PLAN AND EVALUATION

Actions which are underway or can begin quickly for the Communications theme relate to sharing of information through signage, websites and newsletters. Quick wins are shown in green, Work in progress blue and emerging opportunities in orange

ACTIONS	LINKS TO COUNCIL PLAN			EVALUATION NOTES
	THEMES	STRATEGIES	PRIORITIES AND INITIATIVES	
5.1 Promote recreation (and cultural) activities in our natural environment to increase destination tourism and visitation	Liveability	Diverse and connected open spaces	Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide	Investment, Attraction & Growth monthly report
5.2 Develop a calendar of planned community engagements and proposed dates publicly available on our website	Leadership	Good governance, through leadership and connection with community	Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities	List of planned community engagements accessible on Council’s website
5.3 Promote grant funding options, resources and information available to community groups				Enewsletter distributed to community and recreational groups
5.4 Installation of an External Weather Proof Digital Promotions Sign in Pynsent Street		High organisational standards focussing on continuous improvement	Implement systems, processes and use of technology that support efficient and secure business operations	Sign installed and operational
5.5 Upgrade and update Visit Horsham Website				Website is live
5.6 Upgrade and update Horsham Town Hall Website				
5.7 Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region	Liveability	Diverse and connected open spaces	Promote recreational opportunities in our natural environment and recreational waterways to increase visitation	Investment, Attraction & Growth monthly report
5.8 Profile Arts & Culture activity in Council communications activity	Community	A community that encourages and celebrates all cultures, heritage and diversity	Promote and support the municipality’s key tourism, events and local and cultural offerings	Activity profiled in Council communications
5.9 Devise a communications plan for promoting the progress of the Strategy				Communications Plan developed
5.10 Investigate mentoring support to enhance and coordinate the communications activities of existing community and Council activities				Mentoring program launched

## KEY PROJECT FOCUS FOR THEME 5: COMMUNICATING FOR SUCCESS

*Celebrate and coordinate the way we tell our stories.*

### THEME: COMMUNICATIONS

#### Description:

This project focuses on effectively communicating the diverse range of arts and culture offerings. It will involve data analysis to investigate how best to reach a broader audience and to inform strategic marketing and communication decisions.

#### Why are we doing it?

This project addresses the comments in the community engagement of “if only more people knew all the wonderful things we are doing” and use data to better inform how to close this gap versus trial and error.

#### Steps for Implementation:

- 1. Investigate** methods to gain data from audience, promoters and creatives to inform marketing strategy and allow for audience development
- 2. Develop** marketing and communication plans that are strategic and proactive
- 3. Review** current marketing and communication tools, such as websites, to ensure they are able to support communications and detail other options if gaps exist.
- 4. Educate** community groups and event organisers on marketing available through Visitor Services.
- 5. Build** the capacity of local arts events and organisations to professionalise their communication activities.



Image: Grist 2022. Photo:

## SECTION 4: IMPLEMENTATION & EVALUTATION

The Strategy will be delivered and implemented through the mechanism of five operational areas of the Arts and Culture Team. The operational areas include:

- Performing Arts
- Visual Arts, inclusive of Horsham Regional Art Gallery;
- Education services
- Visitor Services and
- Space Activation, inclusive of Public Arts and Arts Development

Creative Horsham also aligns with themes and priorities of the HRCC's Community Vision and Council Plan

Each Operational area delivers a range of services and functions. These are detailed in the internal Service Plan for Arts and Culture. Service plans reflect the distinct responsibilities of each function, including how and what is delivered, how this is measured, achieved and monitored,

Key and time defined projects detailed in Creative Horsham, as well as committed funding, annual capital projects, key organisational priorities, business as usual programming, provision of quality customer and responsive services inform service plans.

Service plans inform staff work plans which detail responsibility areas, resources, time commitments, budget, evaluation criteria and process. Service Plans are reviewed and updated annually, and aligned to Council's budget cycle and Council's Annual Action Plan.

### 4.1 WHO WILL DO THIS WORK?

The Arts, Culture & Recreation team at Horsham Rural City Council will be primarily responsible for ensuring the delivery of this Strategy, and/or convening the relevant partners to advancing it's progress. A number of key partners or supporters will work with the Council to support, including the potential to establish community advisory groups for project specific work or programs that require regular feedback loops.

An advisory group currently exists for the Horsham Regional Art Gallery, namely the Acquisition Committee. Additional committees maybe established to support, guide and inform elements of the Creative Horsham delivery.

### 4.2 MONITOING OUR PROGRESS

A progress report updating the delivery of Creative Horsham will be produced annually as a report card on progress. This will reflect a compilation of quarterly reports produced for internal Council reporting purposes, as well as reporting outcomes to existing external funders.

This will allow for the progress of the Strategy to be tracked regularly and publicly.

Progress on the Strategy will be shared through the HRCC website at [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au) and opportunities to participate in programs, provide feedback or advice will be advertised through Horsham Town Hall's social channels.

# SECTION 5: APPENDICES

Three Appendices are included, with each report informing the development of this Strategy.

They are:

- A Community Consultation Report;
- A Policy and Strategy Scan; and,
- Findings from the Creative Sector Survey
- Possibly include Data snapshot for HRCC Arts & Culture

Each is summarised below.

## 5.1 SUMMARY RESPONSE: COMMUNITY CONSULTATION REPORT

### INTRODUCTION: WHAT IS THIS DOCUMENT?

To support the development of the Creative Horsham Strategy, Regional Arts Victoria co-hosted a series of targeted sessions with industry professionals in Horsham.

In addition, RAV attended a series of other existing events or workshops and conducted 23 one-on-one meetings. Rural City of Horsham staff attended further events, including hosting the ‘Horsham Talks’ Expo, and other interested parties submitted notes from their own consultations or individual follow-up throughout the process.

This document provides a summary of key themes and discussions emerging from these activities, and will be used alongside the other studies and work completed, including a community survey and policy scan, to inform the final Strategy.

### RATIONALE: WHY WAS THIS WORK COMPLETED?

Community consultations provided an opportunity for group discussion between Council staff, arts industry bodies, and community members. As well as providing input into the final plan, the conversations were an opportunity to hear from industry experts and connect interested parties with one another.

### THE STRATEGY: HOW DOES THIS WORK INFORM THE STRATEGY?

The ‘Strategy: Detail’ section of this Horsham Creative City Plan aligns the emergent themes from the community conversations with the actions in the Plan. It is evident through the Strategy how impactful these themes have been on final decisions taken. Each Theme also uses findings from the Community Consultations in their respective Evidence sections.

### RESPONSE: HOW DO THESE FINDINGS COMPARE WITH OTHER WORK DONE?

Findings from the community consultations were consistent with those completed in other work.

### SUMMARY: WHAT DOES IT SAY?

Table Nine provides a summary of the Themes and concepts recurring throughout the community consultations.

TABLE NINE – RECURRING CONCEPTS	
THEME	RECURRING CONCEPTS LINKED TO THE THEME
Destination: things to do and see in Horsham	• The natural environment featured heavily when talking about reasons to visit Horsham, with the Grampians and the river looming large in local imagination
	• There was a strong desire to use events to address issues across a range of topics, including reconnecting after COVID, celebrating diversity, platforming a particular art form, or reaching new audiences
	• Whilst a number of potential project ideas were put forward at consultations, and it is not the intent of this summary document to promote one or another, there is both local interest and existing capacity to deliver more events or experiences after dark, including those that feature lighting and projection
Participation: the way we make, do or see art and culture	• Access and equity was a topic of interest at almost every session, from including artists and community members who are deaf and/or living with a disabilitythrough to providing more opportunities for both young people and elders
	• There are real financial barriers which prevent some groups from fully participating in the arts and cultural life of the region, and free/public art was often presented as a way to meet this demand
Venues: our places of Arts and Culture serving Community	• Community access to either existing or as yet untapped places to create and show their work was demanded at most sessions
Partnerships: who we make Arts and Culture with	• Venues were seen as places that could facilitate risk for emerging or small arts groups, in addition to their role as providing opportunities for audiences to enjoy work from outside the region
	• There is a strong desire to redefine the colonial historical narrative of the region and connect to the stories of local First Peoples; however, this needs to be focused on the development of culturally safe relationships with local custodians, not simply the delivery of project
Communications: how we tell our stories	• A common desire was expressed for more organisations based locally to have opportunities to work with each other and with those from outside the region
	• The role of Council as a facilitator and enabler was endorsed beyond just providing funds for projects. Participants saw Council as a critical organizer and navigator of communications internally to Council, as well as providing a platform for celebrating the work of local creatives
	• It was common for many participants to lament both their lack of knowledge of what else was going on in the region, and in turn the lack of knowledge others had for the work they were doing. There is an opportunity to provide further meetings or other networking tools to encourage this sharing amongst local arts groups.

## 5.2 SUMMARY RESPONSE: POLICY AND STRATEGY SCAN

### INTRODUCTION: WHAT IS THIS DOCUMENT?

To understand what existing policy and strategy documents were in place, Future Tense were engaged to provide a scan and summary of relevant existing plans and policies impacted the creator sector in the Horsham region.

### RATIONALE: WHY WAS THIS WORK COMPLETED?

No Strategy exists in a vacuum. This work was completed in order to understand what some of the existing strengths and weaknesses were in terms of policy settings, so that the Creative Horsham could focus on enhancing existing strengths and addressing current challenges without replicating work already underway.

### SUMMARY: WHAT DOES IT SAY?

A number of key findings were made by Future Tense:

- Council has embedded arts and culture as a tool to achieve its strategic objectives across multiple domains and is well positioned to grow the region's creative sector
- Clear policy objectives are needed to maximise the impact of Council and the creative sector's energies
- There is a need for increased institutional, structural and communal supports to consolidate the region's strengths and further reach currently disengaged communities
- Funding is inconsistent and minimal
- The creative sector is not consistently viewed as a driver of economic potential
- Investment in arts and cultural activity focuses mainly on Council-run institutions such as the Horsham Town Hall
- Mechanisms for supporting events, festivals and tourism need to be reconsidered in order to leverage the full potential of these activities

Further, a series of opportunities are identified:

- Maximising the impact of creative sector engagement across all HRCC departments, particularly through embedding creative activation in strategic planning, asset renewal, precinct design and infrastructure development
- Further expanding and elevating First Nations practices through meaningful engagement with Traditional Owners and Aboriginal stakeholders

- Bringing a wider diversity of entertainment, touring and experimental arts opportunities into region, such as bespoke and large-scale festivals, events and attractions and tourism-based initiatives
- Expanding the Strategic Plan's focus beyond community arts to encompass the wider creative industries, including creative practitioners, event organisers, tourism and cultural service entities, and creative professional services and businesses
- Consideration of a dedicated and coordinated approach to supporting event initiation, activation and attraction
- Exploration of flexible models to increase investment in and provision of arts education opportunities
- Consideration of resourcing for increased support to marginalised demographics and communities across the region
- The potential for dedicated creative sector funding, such as through grants, partnerships and collaborations
- Development of mechanisms to assist local creatives access state, federal and non-Council funding
- Metrics and indicators across strategies to allow for a deeper understanding of what works and how effective refinements can be made over the life of the Strategic Plan
- Support to develop a flourishing creative sector outside the CAD

### THE STRATEGY: HOW DOES THIS WORK INFORM THE STRATEGY?

The 'What we Heard' section is informed by the Policy Scan as a key measure of the environment we are operating in. Evidence sections for each Theme also draw out findings from the Policy Scan.

### RESPONSE: HOW DO THESE FINDINGS COMPARE WITH OTHER WORK DONE?

Findings from the policy scan were generally consistent with community consultations and survey results. The theme of 'communication', which was heavily present in the community consultations, did not explicitly emerge in the policy scan, though the recognition of the need for multiple Council departments to support the sector may be interpreted as including the communications and marketing roles of Council.

## 5.3 SUMMARY RESPONSE: SECTOR SURVEY

### INTRODUCTION: WHAT IS THIS DOCUMENT?

A survey of the local creative sector was undertaken to understand the existing supports available, or not, to the creative community. Future Tense completed this work.

### RATIONALE: WHY WAS THIS WORK COMPLETED?

Alongside the more open-ended and less formal communications activities completed through the community consultations, a formal survey provides data from a range of local creatives that can help capture statistics on what support may be needed.

### SUMMARY: WHAT DOES IT SAY?

Key findings include:

- Access to space to develop and present work was the most commonly cited need (69%) – interestingly 86% of creative practitioners who responded to the survey are currently working from home
- There is good connection among the local creative community (or at least the demographic that responded to the survey), with nearly three quarters of respondents (73%) collaborating with other local practitioners and most (61%) being satisfied with the level of local connection
- Despite 90% of respondents citing experimentation and innovation as critical to their practice, only 45% felt they were supported to do so
- Access to opportunities outside the region is limited, with over half of respondents reporting dissatisfaction about the reach of the practice nationally (55%) and internationally (56%)
- Creative practitioners get personal benefits from their work, with 95% of respondents stating it was important for their wellbeing
- Respondents were confident about their ability to continue their creative practices (78%) and mostly (59%) believe the region's creative community is thriving, however a third (32%) reported being unsure about its future
- The top three goals of practitioners over the next five years are development of their practices (53%), financial growth and viability (36%), and expansion of their networks (25%), and
- The top three things respondents want to see more of are professional development opportunities (40%), display and performance opportunities for local artists (38%), and more live music (24%).

### THE STRATEGY: HOW DOES THIS WORK INFORM THE STRATEGY?

The 'What we Heard' section is informed by the Survey as a key measure of the environment we are operating in. The Survey is also frequently drawn upon in the Evidence section for each Theme.

### RESPONSE: HOW DO THESE FINDINGS COMPARE WITH OTHER WORK DONE?

The survey results were highly encouraging in terms of local creative confidence in continuing their practice, which was not explicitly highlighted in the other consultations. Other findings were generally consistent with the community consultations and policy scans, with access to space and professional development common topics of conversation in other work.



Image: Creative Movement. Photo:



## **1. PURPOSE**

To establish a framework for the provision of investment attraction incentives to either new business investment or the significant expansion of existing business in the Horsham Rural City Council area.

## **2. INTRODUCTION**

Horsham Rural City Council aims to build on its strong economic base, whilst diversifying the economy through facilitating investment and business attraction in existing and emerging industry sectors. Council continues to encourage business development in the municipality, and offers incentives to new development through a range of assistance. The level of possible incentives available is influenced by the degree of economic, social and environmental benefits which the new development will bring to the municipality, and the businesses ongoing and independent sustainability.

Of primary importance to Council is the creation, retention and development of business and employment opportunities within the municipality.

Council will decide at its discretion the level of assistance to be offered to any new development.

## **3. SCOPE**

Horsham Rural City Council has a strong commitment to creating a high quality business environment that develops new jobs, fosters innovation in technology and diversifies the economic base. Council provides a range of services to assist business development, including:

- Identification of development sites
- Infrastructure advice
- Assistance with streamlined better approvals process to facilitate development
- Links to government, business and employment support programs
- Access to statistical and general information, feasibility studies and other reports that may assist business
- Market intelligence
- Introduction and connections to supply chains
- Access to business and community network contacts such as Business Horsham, Wimmera Development Association and Grampians Tourism
- Access to people with skill and expertise in business development through Council and the Wimmera Development Association.
- Provision of serviced industrial land to meet demand at its Horsham Enterprise Estate, Burnt Creek Industrial Estate and Wimmera Intermodal Freight Terminal Precinct.

## **4. PRINCIPLES**

### **4.1 Investment Attraction Incentive Scheme**

The Investment Attraction Incentive Scheme is a discretionary scheme which seeks to attract and support projects that deliver the greatest benefits to Horsham Rural City Council. Under certain circumstances Council may provide assistance through its Investment Attraction Incentive Scheme to encourage business development.

Council is prepared to negotiate with investors on an individual case basis in relation to incentives which may be offered. The decision to grant investment attraction incentives will be made by Council and a decision whether to disclose such will be made concurrently (in line with this policy).

To be considered for the incentive scheme a developer must be a preferred business which delivers considerable economic and social benefits to the community. A preferred business is a business which must demonstrate to Council that it:

- Is a large employer or has the potential to expand employment (at least 5 new full time employees)
- Has a strong supply base or economic links in the local area
- Competes in external (intrastate, interstate, international) markets
- Enhances growth in a key strategic area
- Supports growth of other industries
- Is financially sound
- Has a demonstrated long-term commitment to the region
- Is environmentally sustainable
- Contributes to the social, economic and environmental needs of the area.

#### **4.2 Type and Level of Assistance**

The level and types of incentives which may be offered by Council will be determined on an individual case by case basis related to the requirements of the individual business and extent of demonstration as a preferred business.

Such assistance could, at the discretion of Council, include:

- Advocacy to government agencies for financial contribution for infrastructure or business support
- Assistance with and facilitation of community engagement processes if appropriate
- Seeking funding assistance from government agencies with the provision of professional services
- Financial assistance with various initial Council fees and charges
- Provision of supporting infrastructure works which may be located on Council road reserve or other land
- Subsidy where the market price of land for development is less than the full cost recovery of development of the Council land.

#### **4.3 Disclosure**

In any instance where incentives are provided by Council, it will be publicly disclosed after the final negotiations have concluded. However, where the developer has submitted a written request that information relating to development assistance remain confidential due to reasons relating to “Commercial-in-Confidence”, a special resolution of Council is required to withhold such information. The written request must contain the reasons why Council should withhold the details of assistance.

### **5. COMMUNICATION**

This policy will be communicated in the media, on the Horsham Rural City Council website and to local business.

## 6. RESPONSIBILITY

**Policy Owner:** Investment Attraction and Growth Manager

## 7. DEFINITIONS

Definition	Meaning
Investment Attraction Scheme	A discretionary scheme which seeks to attract and support projects that deliver the greatest benefits to Horsham Rural City Council

## 8. SUPPORTING DOCUMENTS

Document	Location
Resident Relocation and Business Attraction Prospectus	HRCC Website

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	11 May 2020	Council	<ul style="list-style-type: none"><li>Review of existing policy to incorporate up to date wording and practices</li></ul>	11 May 2023
1.1	March 2023	n/a	<ul style="list-style-type: none"><li>New logo</li></ul>	11 May 2023

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- Links to government, business and employment support programs
- Access to statistical and general information, feasibility studies and other reports that may assist business
- Market intelligence
- Introduction and connections to supply chains
- Access to business and community network contacts such as WestVic Business, Wimmera Southern Mallee Development and Grampians Tourism
- Access to people with skill and expertise in business development through Council and the Wimmera Southern Mallee Development
- Provision of serviced industrial land to meet demand at its Horsham Enterprise Estate, Burnt Creek Industrial Estate and Wimmera Agriculture and Logistics Hub (WAL Hub)
- Provision of Council's Wimmera Intermodal Freight Terminal (WIFT)

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- Seeking funding assistance from government agencies with the provision of professional services
- Financial assistance with various initial Council fees and charges
- Provision of supporting infrastructure works which may be located on Council road reserve or other land
- Subsidy where the market price of land for development is less than the full cost recovery of development of the Council land.
- Financial assistance with the development of business cases, feasibility studies, planning applications undertaken by a professional consultant.

Where the incentive is provided as a financial contribution towards the development, Council can determine to defer payment until the development has been completed or Council is satisfied that the development will proceed to execution.

In providing financial assistance Council must have the financial resources and determine which program or reserve the financial incentive will be drawn from.

#### 4.3 Disclosure

In any instance where incentives are provided by Council, it will be publicly disclosed after the final negotiations have concluded. However, where the developer has submitted a written request that information relating to development assistance remain confidential due to reasons relating to “Commercial-in-Confidence”, a special resolution of Council is required to withhold such information. The written request must contain the reasons why Council should withhold the details of assistance.

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#### 8. SUPPORTING DOCUMENTS

Document	Location
Destination Horsham – Investment Attraction Strategy and Implementation Plan 2022 onwards Invest In Horsham Prospectus (2022)	HRCC Website

#### 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
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1.2	TBC	Council	<ul style="list-style-type: none"><li>Financial assistance with the development of business cases, feasibility studies, planning applications undertaken by a professional consultant.</li></ul>	TBD

# WIMMERA REGIONAL MULTI-SPORT PRECINCT FEASIBILITY FINAL REPORT



MAY 2023

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*Otium Planning Group acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.*

***Horsham Rural City Council acknowledges the support of the Victorian Government***



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# Executive Summary

## Purpose

The purpose of the Horsham Rural City Council's Wimmera Regional Multi-Sport Precinct Feasibility Study was to:

- Identify the functional requirements of a regional multi-sport precinct that is consistent with State Sporting Association planning.
- Determine the feasibility of a multi-sports precinct that can meet the needs of the users and provide a facility that can cater for regional sporting activities and events.
- Determine the most suitable location for a multi-sports precinct, referencing previous work undertaken by Horsham Rural City Council and considering all other factors including new information.

## Previous Strategies

There has been significant work undertaken by Council over the last five years through other strategies for the future development of multi-purpose sports infrastructure. This includes:

- Open Space Strategy 2019
- Economic Development Strategy 2017-2021
- Horsham South Emerging Option Plan
- The Social Infrastructure Framework 2020
- Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016
- Wimmera Sports Stadium Business Case and Concept Design Report, 2017
- Horsham Sport Facilities Demand Assessment Version 4, 2019
- Horsham City to River Master Plan, 2020
- Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

## Current Demand Analysis

There is a total of forty different clubs, associations or user groups that utilise existing sporting facilities across the Horsham Local Government Area. Eleven responses were received from the club/association survey and membership data request for this project. The data from 2021 indicates that over 1,500 people participated in organised sport through the clubs and associations that responded to the survey. Participation is expected to maintain constant with population forecasted to remain stable over the next 10 - 15 years. It is predicted that population growth will be in the range 0.5 to 1.5%. There has been an increase in population of 800 between the 2016 and 2021 census.

With an aging community there is an increased requirement to provide accessible and social recreation and therapy-based activities. Due to the high level of disadvantage in some areas of Horsham, sport and recreation participation opportunities will need to be provided in an affordable way. This will be coupled with the continued rise in non-traditional recreation activities. State and national trends show that there will be a continued increase in the demand for informal, social and passive recreation opportunities, such as walking, cycling and gym/fitness.

Horsham residents were rated consistently below the Victorian average across most physical activity health indicators. It is important that planning for the provision of organised sport and recreational activities supports the uptake of physical activity to reverse this trend.

## Community Benefits and Value

The Wimmera Regional Multi-Sport Precinct Feasibility Study (the Feasibility Study) will provide opportunities for upgrades or the development of new sport and recreation facilities that offer physical and mental health, social, environmental, and economic benefits to the Horsham municipality and the broader region. To continue to provide these benefits and optimise the use by community, the Feasibility Study has been designed to reflect changing sport and recreation participation trends, leisure patterns and community expectations.

Key trends influencing the provision and design of sport and recreation facilities and services are:

- It will be critical that the development or improvements of facilities and sporting infrastructure are multiuse and are not putting unnecessary financial pressure on Council and do not duplicate facilities with available capacity.
- Insights from the COVID-19 pandemic highlighted the importance of local recreation facilities and the growing expectations from the community around the quality of their open spaces and sporting facilities.
- New facilities should be developed in multi-use hub precincts to ensure the maximum value of investment is achieved while also not duplicating facilities in neighbouring Councils.
- Sports precincts need to incorporate opportunities for co-location of sport with recreational offerings, including providing opportunities for walk/ run paths and trails as this is the highest participation physical activity undertaken by the community.
- The large growth in female participation within traditionally male oriented sports, is increasing pressures on playing facilities and increasing the need to diversify amenities to be universally accessible.
- The location of sport and recreation facilities need to be accessible to the majority of the community in order to encourage maximised use.

## Stakeholder Engagement Findings

Most State Sporting Associations expressed significant interest and support for a regional multi-sport precinct or upgrades to current facilities, with all peak bodies viewing Horsham as a key strategic location for a regional facility to service Western Victoria.

The peak bodies that indicated they wish to be included in future regional facility development discussions include:

- Football Victoria
- Netball Victoria
- Basketball Victoria
- Tennis Victoria
- Little Athletics Victoria
- Volleyball Victoria
- Badminton Victoria
- Squash Victoria
- Table Tennis Victoria
- Gymnastics Victoria
- AFL Victoria

There is also strong local interest from the above sports with some clubs and associations eager for investment in new fit for purpose indoor and/or outdoor facilities to enable their sport to grow and be sustainable into the future. There are some other local clubs (Lawn Tennis Club, Horsham Croquet Club, Kalimna Park Croquet Club and Horsham Amateur Basketball Association) that indicated they are happy with their current sites and wish to remain at their current location. They have no interest in being included as part of the multi-sport precinct development, however basketball may use the facility for regional tournaments, for their academy program and training.

In addition, not all sports operate at a 'regional' level with some sports operating at an appropriate local or municipal level based on current and future demand, growth and population.

## Key Issues and Opportunities

Key issues and development opportunities identified through market research and extensive consultation for the Feasibility Study include:

### **Current Sporting Infrastructure is aging and caters for local or municipal level participation**

Despite there being significant sporting infrastructure across the Horsham Local Government Area, both playing surfaces and support infrastructure (change facilities) - is aging and reaching its end of life. Non-compliant facilities across different sports constrain the ability of Horsham facilities to be categorised as of regional standard for tournaments and other events that could be key economic drivers for the community. The current provision of facilities is generally catering only for local or municipal level participation according to the various State Sporting Bodies' facility compliance guidelines.

### **Difficulty in Identifying one site or multiple sites that have the capacity to meet the criteria and needs**

The available land, location and size of the site are key determinants in shaping the final components and priorities of how multiple sports might be accommodated. The Feasibility Study has identified opportunities to consider facility development options for co-location of some sports facilities and upgrades to existing facilities.

### **There has been resistance from some local sports to engage in a Multi-Sport Precinct development**

Some local clubs and Council staff reported that previous planning studies have eroded trust and confidence in a future multi-sport precinct. Development of an indoor stadium has been stalled and debated by Councillors and the community on three occasions over the last six years.

However, there is significant interest, support and excitement from multiple sports to improve aging facilities and drive greater participation for their sport.

### **Accessibility is a key requirement in new facilities to remove barriers to participation**

The majority of existing sporting facilities across Horsham are not fully accessible or compliant with universal design standards. It is important that any contemporary facilities are designed for full accessibility for the entire Horsham community so barriers to participation are removed.

### **Affordable programs and services are critical for whole of community access**

Different locations within the Horsham community ranked low on the SEIFA index of disadvantage. It is important that sports clubs and associations can continue to offer affordable programs and services in order to maximise community participation and positive wellbeing outcomes.

### **There is strategic support for developing multi-sport facilities of a regional standard or upgrading identified sports facilities to meet contemporary design guidelines.**

There is significant strategic alignment in Council strategic and previous sport planning studies for the development of regional level or upgraded sporting facilities.

The Feasibility Study responds to the Council Plan strategic initiatives and priorities by:

- Enhancing the inclusivity, accessibility and safety of places and spaces.
- Developing a principle based, and community need driven planning approach for our infrastructure.
- Creating engaging spaces and places for social connection and wellbeing to build community resilience.
- Encouraging participation, diversity and growth in sports, events, arts and culture.

- Planning for places and spaces to provide connectedness and social inclusion.

There has been significant work undertaken by Council over the last five years through other strategies and studies for the future development of multi-purpose sports infrastructure. This includes:

- The Open Space Strategy 2019 which has a number of recommendations around sports facilities across the municipality.
- The Economic Development Strategy 2017-2021 identifies a number of priorities as potential economic development drivers.
- Horsham South Emerging Option Paper identifies Haven Recreation Reserve as a potential location for a community sporting hub.
- Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016
- Wimmera Sports Stadium Business Case and Concept Design Report, 2017
- Horsham Sport Facilities Demand Assessment Version 4, 2019
- Horsham City to River Master Plan, 2020
- Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

### **Local Participation demand will be maintained or grow due to modern contemporary facilities**

The population of the Horsham municipality is projected to be stable over the next 10 – 15 years, with moderate population increase anticipated in the range of 0.5-1.5%. This estimate could change if mining in the area is approved and becomes operational. Participation in various sports is likely to be stable with some possible decline in numbers as the population ages over the next decade. However, over 50% of the population aged between 5 and 49 years are most likely to be involved with organised sports and clubs. The provision of upgraded and fit for purpose facilities will support participation growth.

### **Capacity for some existing sports infrastructure to be upgraded to municipal or regional standard facilities**

There are a number of existing sporting reserves and facilities that can be upgraded cost effectively to achieve compliance as municipal or regional standard facilities. In particular, there are opportunities to consider Haven Recreation Reserve and Dudley W Cornell Reserve for further upgrades and expansions. These two sites have been considered in the site assessment process.

### **There is a demand for equitable, accessible, and affordable sport and active recreation participation opportunities**

There is clear demand for **additional indoor stadium courts and facilities** for multiple sports including:

- Netball
- Volleyball
- Basketball
- Badminton
- School sporting academy and event use
- Potentially Table tennis
- Potentially Squash
- Potentially Gymnastics

The lack of universal design standards at some existing facilities is a barrier for participation. Affordability of hire cost and use is also a concern for some local sport clubs and associations.

There is also **strong support and identified demand from the following sports:**

- Football Victoria (Soccer)
- Tennis Victoria
- Little Athletics Victoria
- Hockey Victoria
- AFL Victoria (expressed a need for a future third regional standard oval in Horsham, however Council is already committed to the City Oval re-development and facilitating greater activation/use of this site).

## Site Assessment

A comprehensive two stage site assessment process was undertaken for ten sites across Horsham, as shown in the map below.

Six sites were initially assessed for suitability for a multi-sport precinct and following initial investigation, a further four sites were assessed as part of a distributed model of facility upgrades.



Figure 1: Sites Investigated and Assessed

The table below provides a summary of the scoring of each site against the 23 different selection criteria. The detailed site assessment is provided in Appendix 1.

**Table 1: Site Assessment Scoring Summary**

Stage	Potential Sites									
	Site 1 Jenkinson Avenue Site	Site 2 Remlaw & Natimuk Road	Site 3 Racecourse Reserve Site	Site 4 South of Police Paddock	Site 5 South of the River Site	Site 6 Showgrounds	Site 7 Haven Recreation Reserve Distributed Model Only	Site 8 Dudley W Cornell Reserve Distributed Model Only	Site 9 Velodrome Site Distributed Model Only	Site 10 Dimboola Road Oval Distributed Model Only
Stage One	52	37	36	57	45	38	53	43	54	57
Stage Two	64	60	76	78	61	74	104	92	82	96
Total	116	97	112	135	106	112	157	135	136	153

The assessment identified the following key issues:

- The Remlaw and Natimuk Road, South of the River and Jenkinson Avenue sites are not suitable for the development of a regional sports precinct as the landowners are not prepared to sell the land at this time.
- The development of a regional sports precinct on the Racecourse Reserve site would require the relocation of the racing and harness racing track which would include identification of a new site, purchase of the land and development of a new track. This would be in the order of at least \$30M.
- The Show Grounds site would also require relocation of significant infrastructure supporting the Horsham Greyhound Racing Complex. The Committee of Management has recently entered a new 21-year licence for the site.
- The Horsham Agricultural Society (land east of Robinson St) is privately owned, and the Agricultural Society does not wish to be involved in the project.
- The landowner of the South of Police Paddock site on Rasmussen Road has indicated a willingness to offer a parcel of land that equates to approximately 1/3 of the available site, however, has identified alternate uses for the remainder of the land. The offer would be subject to Council investing significant up front capital, for an early works package for the site establishment.
- Extensive discussions were held with various stakeholders on the opportunity to redevelop and re-purpose the Velodrome site (excluding the show grounds). Because the governance arrangements of the Cycling club are not clear (i.e., who is the committee with authority to make decisions) a position regarding use of the site could not be obtained. The site also had constraints for the cost effective development of the land. Constraints included highly reactive soil conditions and significant flood and land subject to inundation overlay requirements.

The site assessment process revealed that none of the original six sites had the capacity to accommodate the prioritised sporting facilities in a consolidated regional sports precinct. However, the review and site assessment process identified opportunities to locate a mix of facilities of a regional, municipal or local level standard, across multiple sites under a distributed model of infrastructure development. This would see the following developments:

- Dimboola Road oval – negotiations with Horsham College have been underway for more than 6 months to consider the development of an indoor/outdoor stadium facility and a hockey pitch at the Dimboola Road oval location. The College has offered to demolish some existing buildings to provide the required land for the development. An in-principle agreement has been reached with the College Principal and School Council, and further discussions are continuing with the Department of Education for the necessary approvals.
- Haven Recreation Reserve – expansion of the recently upgraded tennis courts from 12 to 16 courts along with the development of multi-purpose community hub pavilion would establish the facility as a regional tennis

centre consistent with Tennis Victoria's facility hierarchy. Two soccer pitches to be added to the site south of the tennis courts and adjacent to the school. The Haven Recreation Reserve has capacity for the remaining space to be developed with flexible open space that could be used for a variety of community, school and sports activities.

- Dudley W Cornell Reserve – opportunity to upgrade existing facilities at the site for improved provision of a compliant running track on the main oval. The oval would require some enlargement within the existing site boundaries. A new car park (GWM Water Authority depot site) would be required to ease traffic and bus congestions for sports events. Council are in discussions with GWM Water about the future use of this land.

## Capital Cost.

The following table provides the high-level costs estimates prepared by independent quantity surveyors Currie and Brown Pty Ltd for the development of the three sport precincts at Dimboola Road, Haven Recreation Reserve and Dudley W Cornell Reserve.

**Table 2: High Level Quantity Surveyor Costs Estimates**

Cost Item	Dimboola Road Site	Haven Recreation Reserve Site	Dudley W Cornell Site	Total
	<i>Regional Indoor/Outdoor Stadium and Municipal Hockey</i>	<i>Regional Tennis, Municipal Soccer, Local Cricket, Community Hub and Flexible Open Space</i>	<i>Municipal Athletics Upgrades and Local Cricket</i>	
Total Building Works	\$16,745,000	\$4,928,000	-	\$21,673,000
<b>Net Construction Cost</b>	\$28,886,000	\$10,161,000	\$6,469,000	\$45,516,000
<b>Total Construction Cost</b>	\$32,649,535	\$11,451,190	\$7,320,280	\$51,421,005
<b>Total Project Cost</b>	<b>\$36,600,000</b>	<b>\$12,236,000</b>	<b>\$7,759,000</b>	<b>\$56,595,000</b>

Note: Current day pricing has been used in the calculations. Ability to stage the delivery of each site.

## Economic Impact Assessment

The **Otium Analytics Benefits Assessment Model** analyses the economic benefits of a proposed project involving the three sites and converts social and health benefits to an economic value. The assumptions and economic outputs are updated and calibrated for each project to reflect any new work on benefits calculation and the local economic conditions of the project being modelled.

Modelling was undertaken on the indoor/outdoor stadium only and shows an increase in activity and employment generated by the facility that will provide a boost to regional income.

## Social Impacts

The new indoor/outdoor stadium facility will provide for the indoor sports participation growth in competition, programming, athlete pathways from grass root to elite teams, regional tournaments and other sports events.

The new indoor/outdoor stadium facility will provide for an annual average visitation of 112,261 visits. A total of 1,122,606 visits over a 10-year period.

There are several additional social and productivity benefits that are difficult to quantify and are not included in this assessment. These are:

- Lower workforce absentee rates from a fitter and more active workforce.
- Career and training opportunities in the sports and recreational services.
- Volunteering benefits and urban consolidation benefits (including transport benefits) associated with the clustering of sports facilities in proximity to community services, schools, and major residential and activity centres.

### Construction Phase Impact

Local jobs and an increase in regional income will be generated during the construction phase of the project.

- A total of 76 FTE jobs (61 direct jobs and 15 indirect jobs) would be generated during the construction period.
- During construction a total of \$8.78 million in regional income would be generated.<sup>1</sup>

### Operational Phase Impact

The ongoing growth in user numbers will support an increasing number of jobs in the region:

- The operation of the facility would generate a total of 3.2 full time equivalent job during operations.
- On a sector basis, the jobs (FTE-direct and indirect) generated by facility users are mainly concentrated in recreational services, event services, food service and other retail.

### Benefit Cost Analysis

The project is estimated to deliver a Benefit Cost Ratio of **0.51** (7% discount rate).

- The net present value of total benefits generated by the investment is estimated at \$18.57 million (7% discount) over a 10-year period.
- The total regional economic benefits (construction and operational) generated by the investment is estimated at \$15.89 million over a 10-year period.
- An indirect health benefit of \$16.84 million over the 10-year period for facility users of the facility.
- The consumer surplus value is estimated at \$2.8 million over the 10-year period for facility users.

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<sup>1</sup> This assumes the construction workforce would come from the Horsham LGA and adjacent areas

# 1. Introduction

Horsham Rural City Council undertook a feasibility study to inform the decision making for the development of a regional multi-sport precinct in Horsham. The vision for a multi-sport precinct and sporting facility upgrades is to enhance participation opportunities across a range of sports and deliver social and economic benefits to Horsham and the broader Wimmera-Southern Mallee region. Ten sites across Horsham were assessed as potential locations for the provision of multi-sport options.

There have been previous attempts to review the current sporting facility provision across Horsham and identify future sporting infrastructure needs for the community. This report considers previous studies undertaken to inform the history, issues, challenges and opportunities for developing compliant sporting facilities of a local, municipal or regional level.

This feasibility study is underpinned by an extensive engagement process with State Sports Associations, local sporting user groups and other key stakeholders in determining the current and future demand for new sporting facilities. It identifies the development priorities that Council will need to consider over the next 10-20 years based the current sports participation trends, population demographic shifts and aging infrastructure across the Horsham community.

## 1.1 Wimmera Regional Multi-Sport Precinct Purpose

The purpose of the Horsham Rural City Council's Wimmera Regional Multi-Sport Precinct Feasibility Study was to:

- Identify the functional requirements of a regional multi-sport precinct that is consistent with State Sporting Association planning.
- Determine the feasibility of a multi-sports precinct that can meet the needs of the users and provide a facility that can cater for regional sporting activities and events.
- Determine the most suitable location for a multi-sports precinct, referencing previous work undertaken by Horsham Rural City Council and considering all other factors including new information.

## 1.2 Key Planning Principles for the Project

The key principles that underpin the planning of this precinct are:

- Enhanced programming across a range of sports to increase access by under-represented groups.
- Increased participation outcomes driven by access to high quality sports facilities that incorporate principles of universal design and environmental and economic sustainability.
- Increased liveability of Horsham and the wider Wimmera-Southern Mallee region through the provision of high quality sports and recreation facilities.
- Economic benefits for Horsham and the wider Wimmera-Southern Mallee region from activities and events held at the multi-sport precinct.

## 1.3 Identified Sites for Investigation

The following ten sites were provided by Council for further investigation and assessment to determine their suitability for any future development. The question of whether one large multi-sport precinct or several distributed sporting precincts was explored during the feasibility study to help inform the decision making and future investment commitment of Council. The site assessment and analysis considered opportunities for consolidation, co-location and improvements of existing sporting facility infrastructure.

At the commencement of the project, Council identified an initial six sites for consideration for the development of the Regional Multi Sports Precinct. The six sites were:

- Jenkinson Avenue
- Remlaw & Natimuk Road

- Racecourse Reserve
- South of Police Paddock
- South of the River
- Showgrounds

Throughout the course of the project the following further four sites were identified for consideration.

- Horsham Velodrome site
- Dudley W Cornell Park
- Haven Recreation Reserve
- Dimboola Road Oval (Horsham College)



Figure 2: Sites for investigation

## 1.4 Project Timeline

The following graphic shows the key project stages and takes undertaken to inform the final Regional Multi-Sport Precinct Feasibility Report.



Figure 3: Project Plan Milestones

## 2. Strategic Review

This section summarises Council's strategic documents and previous sports infrastructure planning studies that provided a foundation for the feasibility study.

### *What strategic commitments will guide Council's decision making?*

The diagram below shows the strategic links and relationships with the development of the Wimmera Regional Multi-Sport Precinct Feasibility Study.

### 2.1 Strategic Links

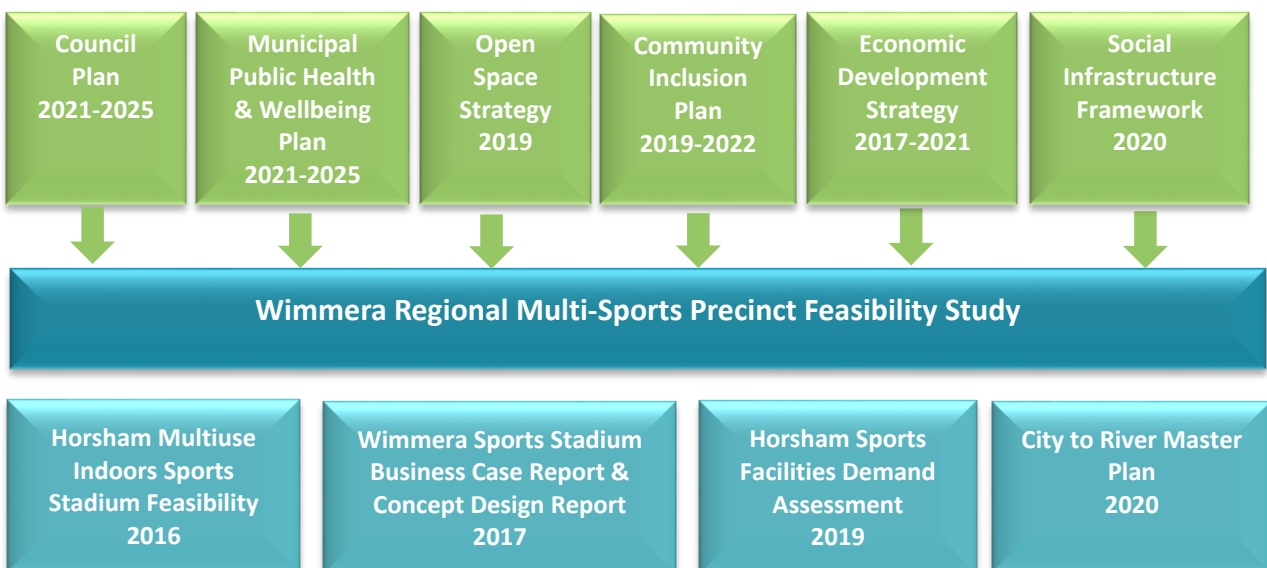


Figure 4: Council Strategies and Reports Linkages

## 2.2 Horsham Rural City Council Strategies

Table 3: Horsham Rural City Council Strategies Review

Document Title	Details
Council Plan 2021-2025	<p>The Council Plan is a key strategic describing Council's and the community's vision for the future. The Plan is supported by the Organisational Plan, Annual Action Plan, Budget, Capital Works Program and Workforce Plan</p> <p>Community Vision 2041: <i>"In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future."</i></p> <p>The five strategic objectives/themes that support the vision are:</p> <ul style="list-style-type: none"> <li>• <b>Community</b> – Develop the municipality as a diverse, inclusive and vibrant community.</li> <li>• <b>Liveability</b> – Actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds.</li> <li>• <b>Sustainability</b> – Actively lead in sustainable growth and development of the community and the economy.</li> <li>• <b>Accessibility</b> – Meet community need through connected transport networks and the provision of accessible and welcoming places and spaces</li> <li>• <b>Leadership</b> – Build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability.</li> </ul> <p>The strategic initiatives and priorities that relate to the Regional Multi-Sport Precinct are:</p> <ul style="list-style-type: none"> <li>• Enhance the inclusivity, accessibility and safety of our places and spaces.</li> <li>• Develop a principals based, and community need driven planning approach for our infrastructure.</li> <li>• Create engaging spaces and places for social connection and wellbeing to build community resilience.</li> <li>• Encourage participation, diversity and growth in sports, events, arts and culture.</li> <li>• Planning for places and spaces to provide connectedness and social inclusion.</li> <li>• Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities.</li> </ul>
Municipal Health and Wellbeing Plan 2021-2025	<p>The Health and Wellbeing Plan has been integrated into the Council Plan 2021-2025. The Health and Wellbeing Action has a number of priorities and actions that relate the multi-sport precinct project. They include:</p> <p><b>Priority Areas: Improving mental health/social connection and Improving health eating and active living.</b></p> <ul style="list-style-type: none"> <li>• <u>Theme: Accessibility</u> – An integrated, strategic and needs based approach to investing in our places and spaces.</li> <li>• <u>Theme: Community</u> – An inclusive, accessible, connected and safe community.</li> <li>• <u>Theme: Liveability</u> – Plan for and develop a diverse and fairly distributed range of actives recreation spaces and opportunities that cater for different ages, abilities and interests.</li> </ul>
Open Space Strategy 2019	<p>The Open Space Strategy 2019 provides Council with strategic directions to determine priorities for the planning, provision and development of open space that owned or managed by Council across the municipality. The vision of the Strategy states "A leading regional community with an open space network that provides positive health and wellbeing outcomes for everybody".</p> <p>An open space hierarchy was developed for the strategy under the following framework descriptions:</p>

Document Title	Details
	<ul style="list-style-type: none"> <li>• <b>Local</b> - Provides at least enough space for two activities or groups to use the open space simultaneously, for example an open grassed area with seating and playground. Primarily used for recreation, frequent, short duration visits within a short walking distance of users.</li> <li>• <b>Neighbourhood</b> - Provides facilities and features that appeal to the neighbourhood population including a range of unstructured recreation and informal facilities. Intended for frequent, short duration visits within a walking or cycling distance of users</li> <li>• <b>Municipal</b> - Provides facilities and features that attract the municipal-wide population and/or protect biodiversity/heritage values. This can include structured sporting facilities, historical gardens or major recreation facilities including fitness equipment and multi-purpose courts. People may need to travel a short distance to reach them.</li> <li>• <b>Regional</b> - Primarily caters to the broader regional population and/or protection and enhancement of biodiversity values in a regional context. These parks attract users from within and beyond the municipality and cater for a broad cross-section of ages. Most people drive to these</li> </ul> <p>Key findings and future considerations that are aligned the multi-sport precinct include:</p> <p><b><u>Central Horsham</u></b></p> <p>Findings</p> <ul style="list-style-type: none"> <li>• Open space assets within this region include the Botanic Gardens, City Oval, Sawyer Park and the river foreshore. Together these form the iconic centrepiece of the open space network in Horsham, with high usage and visitation.</li> <li>• City Oval is one of Horsham's key sport and recreational assets. However, it appears closed off to the general public, and it is difficult to find usage times. The River Precinct is somewhat underutilised and has the potential to be a major destination for recreational and social enjoyment. <b>Any future consideration of a regional indoor/outdoor sports facility would require a feasibility study to independently identify the optimal site across Horsham</b></li> </ul> <p>Future Considerations</p> <ul style="list-style-type: none"> <li>• Develop a list of iconic assets and spaces that must be strongly enhanced – or partnered with for long term investment.</li> <li>• Provide opportunities for improved integration of activities in the Horsham Central Activities District with the river corridor.</li> </ul> <p><b><u>Horsham North</u></b></p> <p>Findings</p> <ul style="list-style-type: none"> <li>• Horsham North has the highest population of all localities; however, provision of open space is one of the lowest, with only 2.53 hectares per 1,000 people.</li> <li>• <b>Dudley Cornell Park is the key open space asset in Horsham North, and is primarily used for athletics, cricket and soccer.</b></li> </ul> <p>Future Considerations</p> <ul style="list-style-type: none"> <li>• <b>Use Dudley Cornell Park for broader lifestyle and recreational use by local residents, with athletics relocated to another site (medium term).</b></li> </ul> <p><b><u>Horsham East</u></b></p> <p>Findings</p> <ul style="list-style-type: none"> <li>• This locality is also home to the Horsham Showgrounds which houses the Horsham Greyhound track. Often described as an 'eyesore' by both visitors and the local community, this area has great potential to be opened up for better community use.</li> </ul> <p>Future Considerations</p> <ul style="list-style-type: none"> <li>• In conjunction with the Showgrounds Committee of Management and GRV, develop a 20-year strategy for the Showgrounds. The objective should be to open up this asset to the community, whilst ensuring the greyhound racing club activities are secured for the safety of the public.</li> </ul>

Document Title	Details
	<ul style="list-style-type: none"> <li>Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).</li> </ul> <p><b><u>Horsham Southwest</u></b></p> <p>Findings</p> <ul style="list-style-type: none"> <li>There are no sports grounds, linkages or civic space in Horsham Southwest.</li> </ul> <p>Future Considerations</p> <ul style="list-style-type: none"> <li>In future planning, ensure that urban open space in Horsham Southwest provides for nature conservation, recreation and play, formal and informal sport, social interaction, opportunities to connect with nature and peace and solitude.</li> </ul> <p><b><u>Horsham West</u></b></p> <p>Findings</p> <ul style="list-style-type: none"> <li>The major open space asset in Horsham West is the Racecourse Reserve, accounting for 84% of all open space in the locality. 82% of the total area of the Racecourse Reserve is encumbered space and unable to be used by the broader community. This significant area of open space is under-utilised, and could provide a key recreational asset and home to a sporting club(s) if developed to standard</li> <li>With Horsham College, Horsham West Primary School, the Special School and Federation University TAFE, this locality is home to a number of school based assets that are underutilised.</li> </ul> <p>Future Considerations</p> <ul style="list-style-type: none"> <li>Encourage the Recreation and Open Space Planning department at HRCC to identify and engage with two schools about a pilot program for community use of recreational assets i.e., ovals.</li> <li><b>Build a closer relationship with the Horsham Racing Club and Horsham Harness Racing Club to plan for the long-term future of the Racecourse Reserve. Consider future improvements to the 'in-field' for community sport teams, and enhance the current community footprint, in alignment with the Wimmera River and CAD Revitalisation Project.</b></li> </ul> <p><b><u>Haven</u></b></p> <p>Findings</p> <ul style="list-style-type: none"> <li>Haven is a tight-knit and growing community, located to the South of Horsham. The region is well-served by open space with 22.23 hectares of open space per 1,000 people. The Recreation Reserve and Primary School serve as a central hub and recreation space for local residents.</li> <li><b>The Council Plan 2018-2022 states that one of its four year priorities is to 'facilitate ongoing development of community facilities at Haven Recreational Reserve'.</b></li> </ul> <p>Future Considerations</p> <ul style="list-style-type: none"> <li><b>Future planning should consider open space areas for multiple uses, such as sports and recreation, active transport routes, wildlife corridors and flood storage basins.</b></li> </ul>
Community Inclusion Plan 2019 - 2022	<p>The Community Inclusion Plan 2019 redefines Council's approach and outlines Council's priorities to embed inclusion in the everyday work of Council. Targeted consultation helped to shape the vision and principles of the Plan, with a key theme emerging to create better access to recreation, sporting and cultural facilities.</p> <p>The Principles include - Participation, Equity, Adaptability, Inclusions, Advocacy and Celebrate.</p> <p>The following Action Plan priorities are aligned with the multi-sport precinct project.</p> <p><b>Adaptability</b></p> <ul style="list-style-type: none"> <li>Develop Universal Design guidelines for master planning and capital works.</li> <li>Use a hierarchy of facilities and open space definitions (as per the Open Space Strategy) to develop guidelines.</li> </ul>

Document Title	Details
	<ul style="list-style-type: none"> <li>• Incorporate Universal Design outcomes into all built environment specifications and contracts.</li> </ul>
Economic Development Strategy 2017-2021	<p>The aim of the Economic Development Strategy 2017-2021 is to strengthen, enhance and further diversify the existing economic, tourism and industrial base in Horsham through a strategic and collaborative approach, which leads to sustainable growth that improves the wealth and wellbeing of the community.</p> <p>The following strategic action is noted in the recommendations.</p> <ul style="list-style-type: none"> <li>• <b>Theme 3: A vibrant Central Activity District.</b></li> <li>• <b>Action 8.3: Deliver a multi-use indoor sport facility at the preferred site at McBryde Street.</b></li> <li>• <b>Action 17.3: Support infrastructure improvements to facilitate sports tourism</b> <ul style="list-style-type: none"> <li>– <b>Wimmera Sports Stadium</b></li> </ul> </li> </ul>
Horsham South Structure Plan (in progress, emerging options plan)	<p>The Council is in the first stage of a Structure Plan for Horsham South. The Structure Plan will establish a shared vision and framework for future growth, development and character of Horsham South as an emerging growth area.</p> <p>Community consultation was undertaken in 2020 on the Horsham South Emerging Option Paper which is a precursor to the preparation of a form Structure Plan. Five strategic directions have been formed in the Emerging Option Paper as follows:</p> <ol style="list-style-type: none"> <li>1. Coordinate growth that respects the existing character of the area.</li> <li>2. Appropriate interfaces between land uses.</li> <li>3. Interconnected transport network that is continuous, safe and efficient.</li> <li>4. <b>Accessible social and community facilities.</b></li> <li>5. Efficient use of existing and new services (water, sewer and drainage)</li> </ol> <p><b>Strategic Direction 4:</b> Accessible social and community facilities is aligned with the Multi-Sport Precinct feasibility. It notes that Haven Community Activity District, which is the site of the Haven Recreation Reserve, is a potential location for a community gathering place with walkable access to shops and other community uses. No specific detail has been confirmed yet for the type of community facilities, as this will be determined in the Structure Planning Phase.</p> <p>Community feedback was received to redevelop the recreation reserve into a sporting hub. A copy of the Horsham South Emerging Option Plan is shown below in <b>Figure 5</b>.</p>
Social Infrastructure Framework 2020	<p>The Social Infrastructure Framework provides a framework and hierarchy to assist in prioritisation for the planning and development of social infrastructure over the next 20 years. The Framework is guided by a set of principles that will assist decision making and investment in social infrastructure across the municipality. The principles include:</p> <ul style="list-style-type: none"> <li>• Flexible and Multipurpose</li> <li>• Accessible</li> <li>• Contribute to Place-making</li> <li>• Co-location / Community Hubs</li> <li>• Perform as a network</li> <li>• Integrate technology</li> <li>• Financial sustainable</li> <li>• Delivered through partnerships and formal agreements</li> </ul> <p>The Framework uses the same asset hierarchy categories as the Open Space Strategy being:</p> <ul style="list-style-type: none"> <li>– Local</li> <li>– Neighbourhood</li> </ul>

Document Title	Details
	<ul style="list-style-type: none"><li>– Municipal</li><li>– Regional</li></ul> <p>The needs assessment findings for Recreation and Open Space assets are aligned with the Multi-Sport Precinct project including:</p> <ol style="list-style-type: none"><li>1. The sports ground supply requires a combination of consolidation and upgrading to ensure facilities are fit for purpose. This includes pursuit of regional standard facilities for the sports of AFL, cricket, volleyball, table tennis, hockey, athletics, rugby league, tennis, bowls and netball. New pavilions/club rooms should be developed as a part of major developments at key consolidated sites and upgraded pavilions/ club rooms across the supply.</li><li>2. The region requires a single multipurpose indoor sports centre. Planning should continue for the development of the region’s primary multi-use indoor sport and recreation facility with a re-examination of the concept design to determine the appropriate site, demand assessment review to also consider seniors’ participation needs</li></ol>

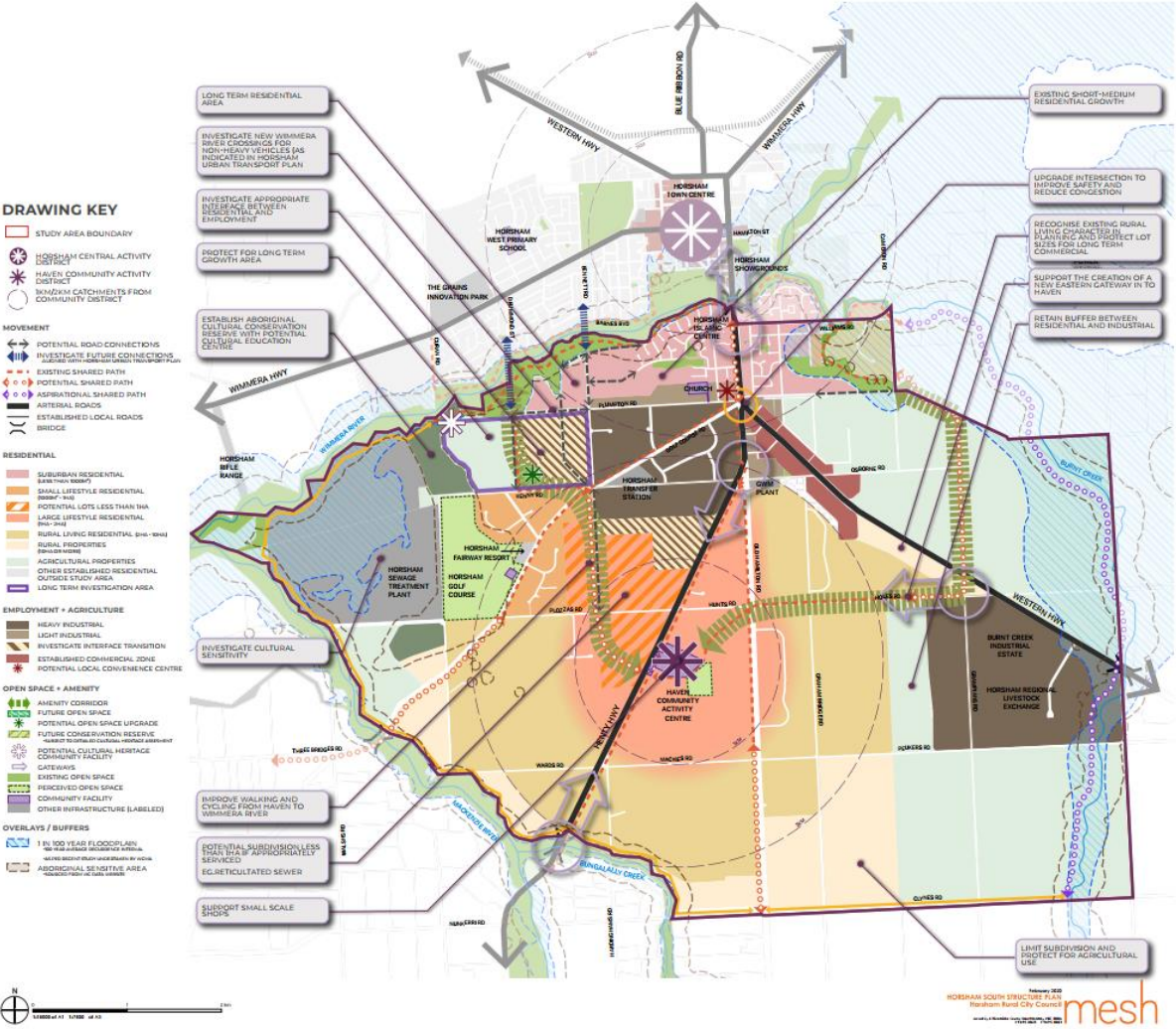


Figure 5: Horsham South Emerging Option Plan (Horsham South Structure Plan)

## 2.3 Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016

The Horsham Multi Use Indoor Sports Stadium Phase One Feasibility Report was completed by Insight Leisure Planning in November 2016 and endorsed at the Council meeting held on 5<sup>th</sup> December 2016. The report had a number of findings and recommendations that align with the multi-sport precinct feasibility study, as outlined below.

The report findings suggested that:

- Demand for new or additional facilities is not being driven by increased participation demand or population growth, however new indoor stadium facilities are required to meet the contemporary needs and expectations of the community.
- A diverse range of other indoor sports including netball, volleyball, badminton and table tennis require a new multi-purpose facility that meets current standards and compliance guidelines.

A new contemporary facility would incorporate Universal Design and Environmentally Sustainability principles and features.

The report recommendations include:

- Recommendation to continue planning for the development of a new four court multi-use indoor stadium to service the needs of the Horsham community for the next 50 years.
- Recommendation to incorporate a six court shared use squash/racquetball facility with fully moveable walls that can also provide a programmable space for accommodating table tennis, gymnastics and other uses.
- A number of options were proposed for a future location of the new facility including the existing stadium site, co-location in partnership with one of the schools or an alternative location on Council owned or public owned land.
- An indicative capital cost in the order of \$8 - \$10 million was proposed for a four court indoor stadium. Note: this is based on 2016 data which is now over five years old.
- Recommendation to move to stage 2 of the feasibility investigation, specifically aimed at identifying the preferred location, facility concept design and indicative capital cost. Consideration of a funding strategy and facility management plan including operational forecast/financial implications for Council was also suggested.

## 2.4 Wimmera Sports Stadium Business Case and Concept Design Report, 2017

The Wimmera Sports Stadium Business Case and Concept Design Report was developed by Williams Ross Architects in November 2017. The Report was not formally endorsed by Council given concerns and resistance from the Horsham Basketball Association. However, Council did note the Report and submissions from members of the PCG at the Council meeting held 17<sup>th</sup> December 2018. The Report highlighted a range of benefits and needs of a new stadium development.

The benefits of a quality, modern, fit-for-purpose multi-use stadium for the Horsham community are significant. Such benefits would include:

- Increased participation in sport and recreation activities by users of all abilities.
- Increased number of people joining clubs or groups operating from the centre.
- Compliant and safer facilities.
- Equitable use of the facility to further support social inclusion.
- Attract additional regional events locally that can be accommodated by the larger facility.
- Opportunities to cross market sports and active recreation activities to attract new participants.
- Establishment of a Sports House to support sports development and enhance relationships between various associations and organisations.

- Further enhancement of the sport and recreation hub at the showgrounds, including the Agricultural Society and the Greyhound facility.
- A potential increase in the diversity of activities and opportunities available at the stadium and adjoining Showground's land.
- Increased health and wellbeing benefits through participation in existing and new activities.
- Opportunities to develop social connections with other members of the community attending the stadium.
- Create a sense of local pride in the development.
- A sense of pride that various organisations including government agencies recognise the value in investing in the long term future of Horsham and the Wimmera.
- Economic benefit and increase in the visitor economy from the attraction of more events / tournaments which would attract people from within and outside the region.
- Contribute to Councils' Municipal Health & Wellbeing Plan.

The Business Case for the Wimmera Sports Stadium demonstrated that the facility is likely to attract a wide variety of different uses including:

**Table 4: Proposed Sports and Other Uses (Business Case and Concept Design Report 2017)**

Sports	Other Activities and Uses
Basketball	Regional Sports Assembly, sports organisations, clubs and associations office space
Badminton	Event hire
Volleyball	Meeting room hire
Table tennis	Tournaments
Squash	Casual usage / informal programs
Netball	Special events, e.g., expos, markets, concerts, etc.

The following site and facility components were proposed in the 2017 Report.

- The McBryde Street location has the capacity and presents an opportunity to strengthen this precinct as a base for sport in Horsham, particularly given its proximity to a range of other sporting facilities, and its connection to the Wimmera River. This opportunity also includes the potential to highlight the range of activities at the Showgrounds, including the potential utilisation of the Showground arena for complementary activities.
- The recommendation from the Horsham Multi-Use Indoor Sports Stadium Plan - Phase One Feasibility Study for 4 multi-use sports courts, 6 squash courts and support facilities (amenities, office space, meeting room, cafe etc) were reinforced through the community consultation, needs analysis, time-tabling exercises and Business Case undertaken through the process.

Additional facilities found to be required through this process include:

- 5 x outdoor netball courts to bring the total courts compliant with Netball Victoria requirements to 8 which is the minimum number required for Association Championships and other Netball Victoria events.
- Fixed spectator seating for 400, an increase on the approximate 350 existing capacity of the existing Stadium at McBryde Street.
- Space for further temporary tiered spectator seating.
- Large meeting room, to also provide a small function space.
- 2 x Consulting Suites, available to allied sports and other services.
- Additional shared office space for local sporting clubs and associations.
- Additional player amenities to accommodate the multisport nature of the venue.



Figure 6: Site Plan Concept (Business Case and Concept Design Report 2017)

## 2.5 Horsham Sport Facilities Demand Assessment Version 4, 2019

The Horsham Sports Facilities Demand Assessment was completed by Urban Enterprise Consultants adopted by Council in November 2019. A minor change was made to the recommendation to adopt the assessment at the 25<sup>th</sup> November 2019 Council meeting as follows:

- Endorse the Horsham Sports Facilities Demand Assessment (May 2019) subject to the following amendment:  
“Recognition of Horsham Croquet as a Regional Facility and Lawn Tennis as a local facility in the Botanic Gardens sub precinct.”

The following recommendations were provided regarding the provision of sporting facilities in Horsham.

1. Upgrade City Oval as Horsham’s premier regional ALF/Cricket venue – to host regional AFL and cricket events and other non-sporting events.
2. Develop a Regional Indoor Sports Precinct. – at McBryde Street to provide for basketball, netball, volleyball, badminton, table tennis and squash.

3. Develop an Outdoor Multi-Purpose Sports Precinct – to consider key sports including athletics, soccer pitches, rugby field, synthetic hockey pitch and shared used oval for AFL/cricket.
4. Upgrade an existing tennis facility to enable hosting of regional events, if not possible as part of facilities at the Showgrounds site – such as Haven Tennis Courts should be explored.
5. Upgrade an existing Bowls Club - to enable hosting of regional events.
6. Plan for existing sporting reserves within Horsham – to assess the role of each location and consideration of facility upgrades at key reserves for greater functionality.
7. Rural sporting facilities – upgrades on an as needs basis and review opportunities for consolidation of facilities if and when upgrades to these facilities are required.
8. Structure Planning – for sports facilities in greenfield areas subject to additional demand.

## 2.6 Horsham City to River Master Plan, 2020

The City to River Master Plan was completed by Urban Enterprise Consultants in 2020. It proposed a long-term vision and Master Plan for central Horsham to be used as a guide for revitalisation of the area over the next 20-30 years. The project formed part of the *Transforming Horsham* with a view to create a brighter future for Horsham over the coming decades.

The vision statement highlights several aspirations that work together to enable the **“Horsham Central Activities District and Wimmera riverfront for form an attractive, prosperous and sustainable destination that residents are proud of, business thrive within, investors covet, and visitors enjoy”**.

Four main objectives are proposed which include:

1. Wimmera River Precinct - Activate, connect and add value to the Riverfront Precinct to establish an iconic community, recreation and tourist destination.
2. Horsham Central Activities District - Improve the amenity of the CAD and the diversity of land uses to strengthen the existing business environment, attract more visitors and accommodate greater housing, hospitality, open space and events.
3. Transport and Connectivity - Better integrate and improve the connection between the CAD and the Riverfront and improve access to, and connectivity within the study area.
4. Sport and Recreation - Adopt a long-term strategic approach to developing sporting infrastructure that meets contemporary standards, promotes participation, accommodates regional events, makes efficient use of public land and integrates with urban and river areas.

The Showgrounds precinct is proposed as the location for a regional multi-purpose indoor and outdoor sports precinct featuring a mix of existing and new facilities. These proposed facilities include:

- New outdoor sporting precinct feature two new multi-purpose ovals, new pavilion, associated infrastructure and car parking.
- New outdoor netball courts
- New multi-purpose indoor stadium
- Retain the existing cycling velodrome
- Retain the existing Basketball stadium

There is also proposed development on the adjacent Agricultural Society site which includes:

- New tourism/hospitality venue
- Cultural and arts facilities
- Waterfront activation



Figure 7: Horsham Showgrounds Precinct Master Plan concept

## 2.7 Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

In response to the City to River Master Plan several State Sports Associations and Sport and Recreation Victoria developed an alternative site plan for the Showgrounds location that referenced the Sports Facilities Demand Assessment data and findings. This concept was not formally endorsed by Council and has not been widely circulated with local sports clubs and associations.

The six sports facilities proposed in this alternative plan included:

- Regional Tennis facility (Tennis Victoria advocate)
- Regional Croquet facility (Croquet Victoria advocate)
- Regional athletics track and field event area (Little Athletics Victoria advocate)
- Regional hockey pitch (Hockey Victoria advocate)
- Full size soccer pitch (Football Victoria advocate)
- Local rugby/multipurpose pitch (Rugby Victoria advocate)



Figure 8: Horsham Sports Precinct Concept 2019

## 2.8 Key Findings of Strategic Review

The Regional Multi-Sport Precinct Feasibility Study responds to the Council Plan strategic initiatives and priorities by:

- Enhancing the inclusivity, accessibility and safety of places and spaces.
- Develop a principles based, and community need driven planning approach for our infrastructure.
- Create engaging spaces and places for social connection and wellbeing to build community resilience.
- Encourage participation, diversity and growth in sports, events, arts and culture.
- Planning for places and spaces to provide connectedness and social inclusion.

### 3. Current Sports Facility Provision

The table below lists the current sports facilities and infrastructure within the Horsham municipality that caters for school and/or community use. A facility hierarchy classification has been proposed to define the role and scale of the facilities offered at the various sites. The hierarchy reflects the definitions within the 2019 HRCC Open Space Strategy. Some asset condition comments have also been included based on observations and feedback from Council officers. Independent asset condition audits have been completed for each facility.

The map on the following page details the location and distribution of the identified facilities.

**Table 5: Existing Sporting Infrastructure Summary**

Sports	Recommended Level required	Locations	Comment
AFL	Regional	City Oval Horsham College (Dimboola Road) Coughlin Park	<ul style="list-style-type: none"> <li>Proposed Sawyer Park City Oval works will achieve regional standard</li> <li>Education Department</li> <li>Privately owned – land constrained by size</li> </ul>
Athletics	Municipal	Dudley Cornell	<ul style="list-style-type: none"> <li>Oval is grassed and shared with other sports.</li> <li>There is capacity to upgrade to regional level.</li> </ul>
Badminton	Local	Horsham College (Baillie St) - Gym	<ul style="list-style-type: none"> <li>Education Department</li> </ul>
Basketball	Regional	Horsham Basketball Stadium	<ul style="list-style-type: none"> <li>Crown land, Council is CoM – two courts</li> </ul>
Cricket	Regional	City Oval Dudley Cornell Horsham College (Dimboola Road) Sunnyside Park	<ul style="list-style-type: none"> <li>Proposed Sawyer Park City Oval works will achieve regional standard.</li> <li>Land constrained – local level facility</li> <li>Education Department</li> <li>Land constrained – local level facility</li> </ul>
Gymnastics	Municipal	Natimuk Gymnastics Centre	<ul style="list-style-type: none"> <li>Land owned by the Club and reaching capacity at the venue</li> </ul>
Hockey	Municipal	Horsham College (Dimboola Road)	<ul style="list-style-type: none"> <li>Current playing surface is not fit for purpose for hockey</li> </ul>
Netball	Regional	City Oval Park Drive St Brigid's College – Gym	<ul style="list-style-type: none"> <li>Land constrained. Plans to improve facilities to municipal standard.</li> <li>Crown land, poor condition</li> <li>Privately owned (Indoor playing areas)</li> </ul>
Soccer	Municipal	Dudley Cornell	<ul style="list-style-type: none"> <li>Oval is grassed and shared with other sports</li> <li>Limited capacity to upgrade to regional level for Soccer</li> </ul>
Squash	Local	Horsham Squash Centre	<ul style="list-style-type: none"> <li>Privately owned, aging infrastructure</li> </ul>
Table Tennis	Local	Table Tennis Centre	<ul style="list-style-type: none"> <li>Privately owned, growth constrained by size of the venue</li> </ul>
Tennis	Regional	Horsham Lawn Tennis Central Park Haven Recreation Reserve Sunnyside Park St Brigid's College	<ul style="list-style-type: none"> <li>Grass surface is not part of Tennis Vic strategy for regional facilities.</li> <li>Limited capacity to upgrade to regional level</li> <li>Capacity to upgrade to regional level</li> <li>Land constrained – local level facility.</li> <li>Privately owned</li> </ul>
Volleyball	Regional	Horsham Basketball Stadium St Brigid's College Horsham College (Baillie St) - Gym	<ul style="list-style-type: none"> <li>Crown land – Issues with access</li> <li>Privately owned.</li> <li>Education Department</li> </ul>

**Legend:**

**Facility Hierarchy Categories**

Regional	
Municipal	
Local	



## 4. Demand Assessment

This section analyses the community serviced by the current sporting facilities and profiles the local user groups and the local participation estimates.

### *Who are we planning for?*

Horsham Rural City is a vibrant and diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. The municipality has a population of 19,691 and covers an area of 4,267 square kilometres. Nearly three-quarters of residents live in the urban area of Horsham.

Horsham also plays a regional role, providing a broad range of services to residents of neighbouring municipalities. It also plays a significant role in the provision of regional sports facilities due to its geographic location between Mildura and Warrnambool as the key location for many current zone or regional based competitions and training within western Victoria.

### 4.1 Project Area



Figure 10: Horsham Rural City Council Area

## 4.2 Demographic Review

The Horsham Rural City Council area has a population of 20,432<sup>2</sup> according to 2021 Census data, with a median age of 41 years of age, which is higher than the Victorian median age of 38 and slightly lower than the regional Victorian median age of 43 years of age.

The 0 -15 years age groups represent 18.3% of the population compared with 17.6% for regional Victoria. There is a larger percentage of residents 20 – 29 years (6.2%) compared to Regional Victoria (5.8%). There is a lower percentage of older age residents 65 and over (21.2%) compared to Regional Victoria (22.4%).

Mining and alternative energy companies are emerging industries in the Horsham region and are projected to attract additional population growth over the next ten years. This is likely to increase current population growth forecasts across specific age groups.

**Table 6: Population by Age Cohort**

Age Cohort	Population 2021	Proportion of Shire	Regional Vic Proportion
0-4	1,166	5.7%	5.4%
5-9	1,260	6.2%	6.0%
10-14	1,314	6.4%	6.2%
15-19	1,196	5.9%	5.6%
20-24	1,149	5.6%	5.1%
25-29	1,276	6.2%	5.8%
30-34	1,280	6.3%	5.9%
35-39	1,192	5.8%	5.9%
40-44	1,072	5.2%	5.6%
45-49	1,195	5.8%	6.1%
50-54	1,230	6.0%	6.4%
55-59	1,356	6.6%	6.7%
60-64	1,399	6.8%	7.0%
65-69	1,191	5.8%	6.7%
70-74	1,077	5.3%	6.0%
75-79	806	3.9%	4.2%
80-84	617	3.0%	2.8%
85 and over	656	3.2%	2.7%
Total	20,432	100.0%	100.0%

There are a number of other key demographic characteristics including:

- 1.8% indigenous population, compared to 1% in Victoria.
- Analysis of median weekly household income levels in Horsham Rural City Council in 2021 compared to Regional Victoria shows a consistent median income of \$1,369 which is lower than the Victoria median income of \$1,802
- Analysis of the labour force participation rate of the population in Horsham Rural City Council in 2021 shows there was a higher proportion in the labour force (61%) compared with Regional Victoria (57.4%).

<sup>2</sup> <https://profile.id.com.au/horsham>

- The SEIFA Index of Disadvantage for the Horsham Local Government Area in 2021 was 980, which places it within the 34<sup>th</sup> percentile. This is slightly higher than the Regional Victoria index of 977. The significantly lower SEIFA scores for Horsham North (848) place the area in highest 5% for disadvantage.

## 4.3 Health Characteristics

As part of the Victorian Government's 'VicHealth Indicators Survey 2015' Horsham Rural City Council sits below the Victorian average in most physical activity indicators. Most concerning is low participation in organised physical activity (24.5%) and organised fitness, leisure or indoor sports centre (5.8%). However, participation through organised activities by a club or association is higher (15.6%) than Victoria (9.8%). The table below details the comparison of the Horsham Local Government Area results to the Victorian State results.

**Table 7: Physical Activity Indicators**

Physical Activity Indicator	Horsham LGA Result	Victorian Result
Active 0 days per week	22.2%	18.9%
Active 4 or more days per week	41.0%	41.3%
Participation in any organised physical activity	24.5%	28.7%
Organised by a fitness, leisure or indoor sports centre	5.8%	9.2%
Organised by a sports club or association	15.6%	9.8%
Participation in any non-organised physical activity	65.9%	70.5%
Activity type – walking	49.4%	51.2%
Activity type – jogging or running	13.4%	14.0%
Activity type – cycling	15.3%	11.8%
Time spent sitting on usual workday (Base: Those aged 18–64 years who are working 35 or more hours)	4 hours 09 mins	4 hours 29 mins

## 4.4 Local Participation Trends

The table below shows the memberships of the various local sport clubs and associations for 2021. Eleven clubs provided some participation data through the engagement survey and other data was sourced from State Sports Associations.

**Table 8: Current Membership Data**

User Group	2021
AFL (Football)	1,210
AFL (Netball)	955
Central Park Tennis Club	84
Colts Cricket Club	48
Haven Tennis Club	90
Horsham Badminton Club	85
Horsham Basketball Association	588
Horsham City Netball Association	98
Horsham Croquet Club	48
Horsham Falcons Football Club (Soccer)	55
Horsham Hockey Club	55
Wimmera Hockey Association (includes clubs from Horsham, Dimboola, Nhill, Kaniva, Warracknabeal and Yanac)	289
Horsham Lawn Tennis Club	195
Horsham Little Athletics Club	140
Horsham Squash Club	100
Horsham Table Tennis Association	80
Horsham Volleyball Club	257
Kalimna Park Croquet Club	11
Natimuk Gymnastics Club	260
<b>Total</b>	<b>4,648</b>

## 4.5 State-Wide Participation Trends

AusPlay is a survey conducted by Sports Australia that commenced in late 2015. This data has been analysed, to varying degrees of confidence, for sport specific participation rates and a number of other key characteristics that influence a person's decision to participate in a given activity.

### AusPlay Physical Activities Data (Adults 15+ years) in Victoria

The top 15 activities participated in by Victorian adults in 2020 according to AusPlay data indicate that:

- The top five activities have remained stable for the past five years; these are walking, fitness/ gym, athletics/ track and field, swimming and cycling. Athletics: track and field include social running i.e., Parkrun
- Walking (recreational) continues to be by far the most popular activity. This is consistent with previous trends.
- Participation has increased in 12 of the top 15 activities between 2016 and 2020, with the largest increases being in athletics, track and field (↑7.1%) followed by fitness/ gym (↑ 6.3%) and walking (6.0%).
- Slight decreases were evident in three of the top 15 activities between 2016 and 2020, being football (soccer) (0.4↓), then netball and cricket (0.3↓).

### Sport Specific Trends

Ausplay has been tracking data on a range of sports with many experiencing an increase between 2017/18 and 2018/19, with some declining in 2019/20 and 2020/2021 due to COVID restrictions. The tables below show the participation rates of a number of activities that are currently undertaken within the Horsham region.

**Table 9: National Sport Specific Participation Rates (Adults)**

Sport	Participation Rate 2017/18	Participation Rate 2018/19	Participation Rate 2019/20	Participation Rate 2020/21
Australian Football	2.5%	2.9%	2.6%	2.9%
Basketball	3.4%	3.7%	4.0%	4.7%
Cricket	2.5%	2.6%	2.4%	2.4%
Football/Soccer	5.1%	5.3%	5.3%	5.7%
Netball	2.7%	3.0%	3.0%	2.8%
Running/Athletics	15.2%	16%	17.1%	20.7%
Tennis	4.2%	4.5%	4.3%	5.8%

**Table 10: National Sport Specific Participation Rates (Children)**

Sport	Participation Rate 2017/18	Participation Rate 2018/19	Participation Rate 2019/20	Participation Rate 2020/21
Australian Football	8.8%	9%	7.4%	6.5%
Basketball	6.9%	7.7%	7.8%	7.3%
Cricket	5.0%	5.4%	4.1%	3.9%
Football/Soccer	13.7%	15.9%	14.1%	13.8%
Gymnastics	8.8%	10.9%	11.1%	10.5%
Netball	6.5%	7.1%	6.4%	5.7%
Running/Athletics	5.3%	5.7%	5.4%	3.8%
Tennis	5.7%	7.2%	4.8%	6.1%

The majority of these sports have remained relatively stable over the last five years, indicating it is likely the local penetration rate of these sports will also remain stable. However, there is evidence emerging that participation rates for children in many sports have dropped since pre-Covid.

### Gender Differences in Sports Participation in Victoria

For Victorian males and females in 2020, according to the AusPlay data the gender differences in participation are:

- Females have a much higher participation rate than males in walking (recreational); 62.4% compared to 38.2%.

- Participation in golf, Australian football and football/ soccer is much higher amongst males than females, while yoga and pilates have larger female participation rates.
- Males' participation has increased in 11 of the top 15 activities since 2016, with the largest increases being in athletics, track and field (↑7.6%).
- Decreases were evident for male's participation in 4 of the top 15 activities since 2016, with the largest decrease being in cricket (↓4.6%).
- Females' participation has increased in 13 of the top 15 activities since 2016, with the largest increases being in walking (recreational) (↑12.4%) and athletics, track and field (↑6.8%).
- Decreases were evident for females' participation in 2 of the top 15 activities since 2016, being netball (↓0.7%) and cricket (↓0.3%).

### AusPlay Physical Activities Data (Children 0-14 years) in Victoria

For children the participation data shows that

- Swimming is consistently the most popular activity for Victorian children.
- Football/ soccer and rugby league are significantly more popular among male children than females, while the reverse is true for gymnastics, dancing and netball.
- Participation has increased in 5 of the top 10 activities between 2016 and 2020, with the largest increases being in swimming (↑7.1%) and gymnastics (↑2.7%).
- Decreases were evident in 4 of the top 10 activities between 2016 and 2020, with the largest decrease being in cricket (↓1.6%).

The table below details the top activities undertaken by children in Victoria.

**Table 11: Children Participation for 2020 and 2019**

Activity	2020 Participation Rate (%)			2019 Participation Rate (%)		
	Total	Male	Female	Total	Male	Female
Athletics, track & field (incl jogging & running)	4.6	3.9	5.3	-	-	-
Australian football	11.5	17.3	5.4	16.8	25.8	6.1
Basketball	12.4	15.2	9.5	13.7	16.2	10.7
Cricket	5.4	8.6	2.1	6.4	11.0	1.1
Dancing (recreational)	8.8	1.3	16.7	10.2	2.4	19.4
Football/ soccer	8.7	13.1	4.2	10.1	14.3	5.2
Gymnastics	10.5	5.8	15.4	11.8	6.1	18.5
Karate	-	-	-	5.2	6.2	4.0
Netball	6.4	0.3	12.8	5.8	0.3	12.2
Swimming	32.9	34.4	31.4	35.5	29.2	42.8
Tennis	8.2	9.1	7.4	6.4	8.2	4.2

## 4.6 Key Findings of Demand Assessment

There is a total of 40 different clubs, association or user groups that utilise existing sporting facilities across the Horsham Local Government Area. Eleven responses were received to the club/association survey and membership data request for this project. Participation data from 2021 received from local clubs and State Sports Associations indicates that over 4,600 people participated in organised sport.

Participation is expected to maintain with population forecasted to remain relatively stable over the next 10 – 15 years. Over 53% of the population are aged within the 'active years' age groups, between 5-49 years. Otium Planning Group research suggest this age group is the most active in organised sport and recreation participation therefore there is a significant market for future participation growth in sports and recreation activities across Horsham. Combined with greater focus on facility improvements, and development of juniors, social and female programs additional participation growth is expected to increase in the future.

With an aging community there is an increased requirement to provide accessible and social recreation and therapy-based activities. The high level of disadvantage indicates that sport and recreation participation opportunities will need to be provided in an affordable way. This will be coupled with the continued rise in non-traditional recreation activities.

State and national trends shows that there will be a continued increase in the demand for informal, social and passive recreation opportunities, such as walking, cycling and gym/fitness. These figures also show that although there has been an increase in passive recreation, many of the organised activities that are currently being conducted in Horsham should remain stable if clubs and associations are well managed, sustainable and have access to fit for purpose sporting facilities and supporting infrastructure.

Horsham residents were rated consistently below the Victorian average across most physical activity health indicators. It is important the proposed improvements at the multi-sport precinct encourage an increased uptake in physical activity to reverse this trend.

## 5. Sport and Recreation Infrastructure – Community Benefits and Value

This section identifies benefits of sport and recreation facilities and the participation trends that will influence the behaviour and future participation in the Horsham and wider regional area.

### *Why is it important to invest in sport and recreation facilities?*

#### 5.1 The value of our parks and sport and recreation facilities

Our parks, sport and recreation facilities are critical for community health and wellbeing, helping to benefit our community:



**Physically and mentally** by promoting physical activity and active lifestyles, reducing illness and disease, improving mental health and creating a sense of wellbeing.



**Socially** by generating stronger and more connected communities with improved social interaction and inclusion through provision of active and vibrant community hubs, access to facilities and resources, opportunities for volunteering and involvement.



**Environmentally** by developing well-planned and attractive settings encouraging active transport and use of public parks and leisure services. The provision of parks and green environments also include temperature reduction and mitigation of the urban heat island effect; air quality improvement; management of storm water reducing the incidence of flooding and water-borne disease; ecosystem support and biodiversity enhancement.



**Economically** by assisting to reduce health care cost through reduction in disease and illness associated with lack of physical activity and social interaction. A park and public space network can also provide local employment and investment opportunities and contribute to maintaining a healthy workforce.

*Evidence from around the world for building cities and regional areas around public open space, active recreation areas, green streets and walking and cycling infrastructure, has repeatedly demonstrated this approach will deliver improved health, social cohesion, vibrant local economies, productivity, and environmental benefits.<sup>3</sup>*

Public open space, sport and recreation infrastructure could be defined as a critical investment in current and future populations. This “Urban Health Infrastructure” delivers multiple returns on investment.

The National Heart Foundation observes:

- The health effects of physical activity are compelling. However, the potency of physical activity as a policy investment for Australia extends far beyond health. Active living plays a key role in broader economic and social goals for our nation: walking, cycling and public transport are affordable and sustainable solutions to traffic congestion
- these same behaviours contribute to cleaner air, reduced carbon emissions and sustainable environments
- active neighbourhoods and cities are more liveable, with higher levels of social capital and community cohesion and lower levels of crime
- in the context of an ageing community, physical activity enables older Australians to live more active lifestyles with reduced risk from disabling and costly chronic diseases
- fit and active workers are more productive, take fewer sick days and make a positive contribution to our economic wellbeing.

(A blueprint for an active Australia, Heart Foundation, 2019)

<sup>3</sup> State of New South Wales (Department of Planning, Industry and Environment) 2020 Draft Greener Spaces Design Guide

Sport Australia Report into the Value of Community Sport Infrastructure

In 2018, Sport Australia partnered with KPMG and La Trobe University to investigate the value of community sport infrastructure to Australia. The study quantified the value of community sport infrastructure across Australia to be at least \$16.2b.

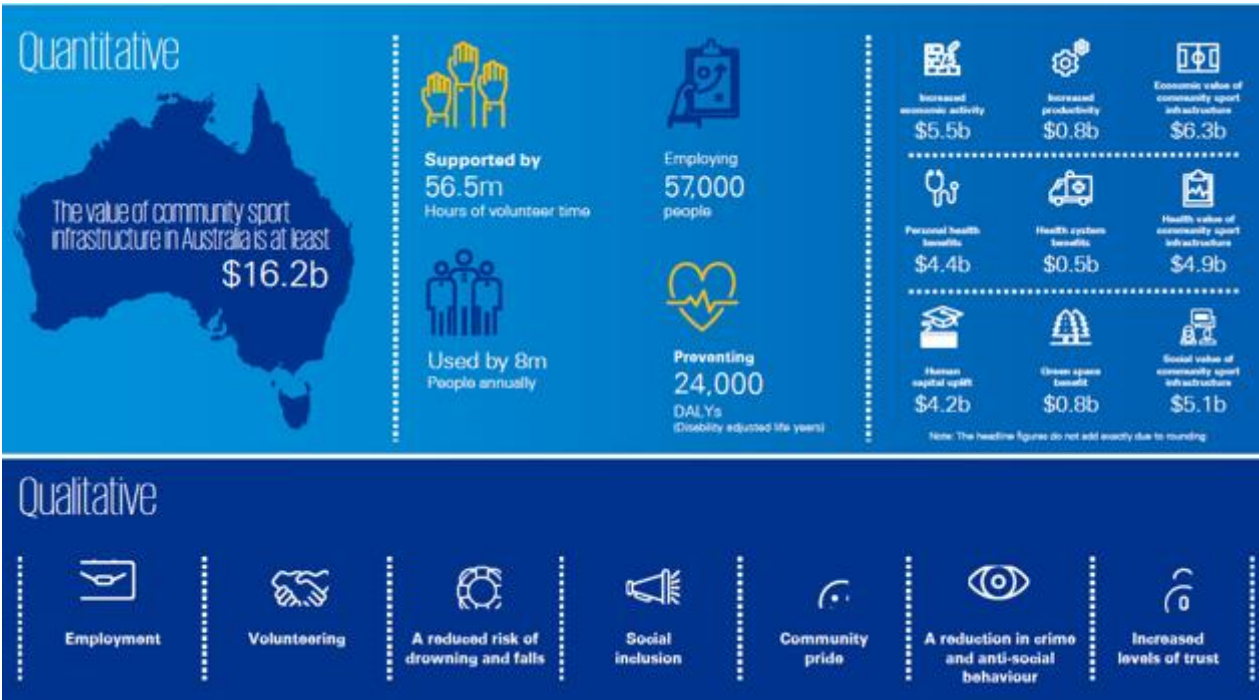


Figure 11: Summary of the Sport Australia report into the value of community sport infrastructure

5.2 Changes in How We Value Parks, Sport and Recreation Facilities and Trails

We value our parks, sport and recreation facilities and trails for it is important to our health and wellbeing and social connectedness with community.

Today we expect a diverse mix of participation opportunities that are accessible and affordable within parks and sport and recreation facilities that are of high quality and offer different experiences. We also expect to have bikeways and walking tracks available in our neighbourhoods that connect where we live to where we would like to go for commuting and recreation (exercise and activity).

The infographic on the next page summarises the key findings from Otium Planning Group research that show the changing attitudes and behaviour towards parks, sport and recreation facilities and trails that need to be considered in the planning and development of new or upgraded sporting facilities.

Increased participation in walking, combined with rising participation in cycling and running in parks and natural areas means that the demand for pathway networks within open space is probably the largest emerging infrastructure need.

Research has shown the importance of a supportive environment to encouraging participation. This means parks and shaded pathways, natural landscape settings, a sense of safety and good access to public open space.

Many local governments are facing increasing financial constraint to the funding of infrastructure and future maintenance. Planning and finance controls such as contributions caps and borrowing restraints have meant that funding parks and recreation facilities is increasingly difficult. A key challenge is to deliver open space and recreation infrastructure in a timely manner as demand emerges.

The rise of exercise and fitness as recreation has meant that public parks have become the new venues for formal and informal group fitness and social exercise. This is increasing pressure on local parks as well increasing demand for shade and water as key elements.

Increased value on the importance of our environment and sustainability will drive incorporation of sustainable design into parks and playspaces and creation of green spaces and corridors that mitigate urban heat island effects.

Community expectations are increasing as to the quality of parks and sporting facilities and the level of access to these. In particular, there is increasing awareness of “high quality” destination parks with regional scale play and active recreation elements.

### Lessons from the Lockdown - importance of public open space and sports reserves

In addition to these influences, the recent impact of restrictions to reduce / eliminate the spread of the coronavirus pandemic has highlighted just how important public spaces, parks, sport and recreation facilities and trails are to the community.

Anecdotal evidence from many towns and cities has highlighted the rapid increase in use of public spaces and how important the opportunity to get outdoors and be active has become to all. It is likely this rapid shift in behaviour will emphasise inequity in provision and may result in more permanent increases in outdoor activity and exercise.

*“However, the sheer volume of people exercising in the open air has also exposed the limitations of historic design of some public spaces, with too many people crowded onto narrow walkways or poorly laid out parklands. That’s why our future precincts, parks and public spaces need to be designed to enable better social distancing, with wider footpaths, segregated cycleways and more linear parks, to meet the increased demand for these precious public spaces.”*

Rob Stokes Minister for Planning 12/05/20 Guardian Australia

In October 2020, AusPlay released data on the early impact of Covid-19 on sport and physical activity participation by comparing data for the period of April to June 2020 with April to June 2019. Key findings include:

- The need for more frequent participation appears to have been prompted by Covid-19. 63% of females and 65% of males participated in physical activities 3+ times per week between April to June 2019. This increased to 66% and 70% respectively for April to June 2020
- Recreational and fitness activities were most popular during April to June 2020. The top three adult activities during this period were Walking (recreational) (86.3%); Exercise at home (81.6%) and Exercise biking (81.3%)
- Running (41.0%), Jogging (41.8%) and Yoga (38.6%) were the top three recreational and fitness activities adults participated in more in April to June 2020
- Comparison of ABS emotional and wellbeing data shows an increase in emotions associated with anxiety and depression in April, before stabilising or reducing in June 2020
- Data on motivation for participation showed physical and mental health and social reasons were more prevalent in April-June 2020 data.

### 5.3 Key Findings of Sport and Recreation Infrastructure - Community Benefits and Value

Developing new and upgraded sporting and recreation facilities offer physical and mental health, social, environmental, and economic benefits to the Horsham region.

To continue to provide these benefits and optimise the use by community, new and upgraded facilities will need to be designed in a way that can adapt to changing sport and recreation participation trends, leisure patterns and community expectations.

Key trends influencing the provision and design of sport and recreation facilities and services are:

- Participation in physical activity in Victoria has increased, however the majority of the growth has been in unstructured activities such as walking and cycling and gym/ fitness.
- It will be critical that the development or improvements of facilities and sporting infrastructure are multi-use and are not putting unnecessary financial pressure on Council and do not duplicate facilities with available capacity.
- Insights from the COVID-19 pandemic highlighted the importance of local recreation facilities and the growing expectations from the community around the quality of their open spaces and sporting facilities.
- New facilities should be developed in multi-use hub or precincts to ensure the maximum value of investment is achieved while also not duplicating facilities in neighbouring Councils.
- Sports precincts need to incorporate opportunities for co-location of sport with recreational offerings, including providing opportunities for walk/ run paths and trails as this is the highest participation physical activity undertaken by the community.
- The large growth in female participation within traditionally male oriented sports, is increasing pressures on playing facilities and increasing the need to diversify amenities to be universally accessible.
- Whilst the nature and intensity of participation in sport may change over time in consideration of the type of sport, the need for suitable spaces to accommodate community demand will remain. Future facility provision and design needs to ensure spaces are adaptable to accommodate changing participation trends.
- The location of sport and recreation facilities need to be accessible to the majority of the community in order to encourage maximised use.

Councils are responding to these changing trends in a number of ways. These include:

- Master planning of sport and recreation places and spaces is becoming increasingly important to ensure well-planned, flexible, multi-use spaces that can adapt to community needs into the future

- Contemporary planning seeks to create 'community hubs' for sport and recreation that can meet a broader range of needs and facilitate higher utilisation and viability.
- Awareness of the importance of 'risk management' and the need for a 'whole-of-life' approach to facility development and asset management.
- A network of facilities that provide a well-designed mix of community, commercial and service facilities for sport and recreation activities.
- Facility designs need to ensure specific needs of key users can be met including universal design and female friendly principles.
- Creating environments that enable people to lead active and healthy lives, placing greater focus on integration with urban planning in public spaces, provision and/ or connectivity of walking and cycling paths, provision of complementary and connected sport and recreation facilities and program, and the provision and access to parks, nature and open spaces.
- An increased emphasis on public parks, active transport and better access to formal and informal sport and active recreation in response to a global push for more active and healthy environments. For example, WHO (World Health Organisation) call to action for increasing green space is a direct outcome from extensive research into the benefits of green space to people and places

## 5.4 How is sporting infrastructure classified?

The table below provides an explanation of the facility hierarchy classification, service level provision and population catchment required for each classification. This has assisted in the prioritisation of development needs.

**Table 12: Facility Hierarchy Classifications**

Classification	Service Level	Population Catchment
<b>Regional</b>	<ul style="list-style-type: none"> <li>• Facilities cater for and have a catchment greater than Horsham municipal boundaries.</li> <li>• Capacity and standard of infrastructure is capable of hosting regional level competition and attracting some major league sports to the region as per SSA's facility requirements.</li> </ul>	20,000 – 100,000
<b>Municipal</b>	<ul style="list-style-type: none"> <li>• Facilities cater for and have a catchment for the residents within the municipality.</li> <li>• Facilities generally accommodate sports and activities with lower participation rates where only one facility is required in the Council area.</li> <li>• Facilities standards cater for training activities, junior and senior level competition.</li> </ul>	10,000 – 20,000
<b>Local</b>	<ul style="list-style-type: none"> <li>• Facilities have a catchment from the surrounding suburbs, or in rural areas from within a township and the surrounding community.</li> <li>• Cater for senior and junior competition and training activities for clubs, sporting associations and schools.</li> </ul>	5,000 – 10,000

## 6. Phase 1: Stakeholder and User Group Engagement

To assist with guiding the development of the regional multi-sport precinct feasibility and the future priorities a detailed engagement process has been undertaken and includes:

- Discussions with relevant State Sporting Associations
- Discussion with Sport and Recreation Victoria
- Survey and discussion with local sporting clubs and user groups
- Survey of schools
- Internal Council Officer discussions

The following provides a summary of the key issues identified.

### 6.1 State Sports Associations

Thirteen different peak State Sporting Associations were consulted in the first phase of the project. Below is a summary of their feedback and comments. Cricket Victoria and Rugby Victoria did not respond to the opportunities for discussions in the first phase of the project, however Cricket Victoria was consulted in Phase two, regarding project recommendations.

#### 6.1.1 Football Victoria

Football Victoria have an aspiration to develop 420 new pitches across the State to meet participation demand by 2027. They have a vision for developing six Football Hub Models across Victoria. They are eager to establish a Regional or Sub Regional Hub Facility in Horsham as it is an important strategic location for the peak body.

Female participation is rapidly increasing in the sport, resulting in female friendly amenities and change rooms being important to facilitate this growth trend.

Demand in Horsham is currently low, but FFV believe it is due to poor facility provision and is confident the sport would grow locally with new quality facilities. With current participation rates, there is demand for 1-2 pitches.

Futsal should be considered of part of any planning for a new indoor stadium facility in the multi-sport precinct development.

A mini roos pitch would also be valuable for the growth of junior and small sided soccer programs.

#### 6.1.2 Basketball Victoria

Horsham Basketball Association is one of the most successful country associations in Victoria and Australia. The Association has produced several elite level players over the last 20 years.

The current two court facility is located on DEECA (previously DELWP) land. The Association has a very strong committee and volunteer base.

The stadium is aging and nearing end of life. Despite these challenges the Association is happy to remain at the current venue as it controls the facility use and programming. They have provided access for netball, volleyball and table tennis in the past for competition and events.

The current two courts are not fully compliant for basketball, but the club is accepting of these limitations given they have an affordable licence arrangement and autonomy for the management of the facility.

Basketball Victoria have been supportive of previous studies on a new stadium, however, acknowledge and accept the local Association's position of retaining the old stadium as its home venue.

Basketball Victoria believes there is significant potential for a Regional Indoor Stadium in Horsham. Horsham is an important strategic location for the sport servicing Western Victoria for events, tournaments and elite pathway programs.

### 6.1.3 Netball Victoria

There are two netball leagues in the Horsham region with clubs fielding junior and senior netball and football teams. Teams participate in the Wimmera and Horsham and District Football Netball leagues.

There is also one local netball Association in the region, servicing mainly junior competitions. The netball associations struggle for volunteers, a risk to the longer term sustainability of these Associations.

The Horsham City Netball Association (HCNA) plays on non-compliant courts. They have five courts (dedicated to netball and shared seasonally with the local CFA) and two courts shared seasonally with tennis. The netball facility in Park Drive does not meet Netball Victoria's facility requirements.

The HCNA is willing to consider other sites for development opportunities. The Association is currently developing a strategic plan and the biggest barrier for growth has been identified as the lack of suitable compliant facilities.

Netball Victoria was involved in the previous Stadium Business Case and Concept Design 2017 project. The project featured 4 -5 outdoor netball courts and 2 compliant indoor courts. The local netball association did not support this previous plan.

The local association does not use the existing Indoor Stadium courts as they are not compliant for netball.

There have been numerous State level players from the Horsham netball community. The current Horsham Regional Netball Academy is part of the Northwest Victoria region. The Academy tournaments are normally held annually at the State Netball Hockey Centre in Melbourne.

Netball Victoria supports a regional netball facility which requires eight courts on one site, preferable four indoor and four outdoor courts or alternatively two indoor and six outdoor courts.

### 6.1.4 Volleyball Victoria

Horsham Volleyball Association is 45 years old and has been a successful organisation, producing a significant number of elite level players who have competed at State, National and International level.

The Association started at the Horsham Stadium when it formed but in 2007, moved to St Brigid's College, Horsham College and the recently constructed Holy Trinity College Stadium. The Association uses the school stadiums 2-3 nights per week for competitions and training. They currently have 250 members and believe there is potential for 300- 350 payers if they had suitable facility access. The Association hosts an annual tournament in November each year attracting players from across Victoria and Adelaide.

The Phantoms Volleyball Club, who play in the State League, has some players from Horsham who compete in this elite level. They generally play at other large venues across the State but have hosted some games in Horsham in the past. They play five games each season at Bendigo Stadium.

Volleyball Victoria is very supportive of Regional Indoor Stadium with a minimum of two compliant indoor netball courts, which can cater for four compliant volleyball courts. A show court would also be valuable for events, tournaments and State League home games.

### 6.1.5 Squash Victoria

Horsham Squash Club is vibrant and proactive club with 100 members. The Club has been using their existing privately leased facility since the 1950's. The facility is aging and nearing end of life.

The club has a relatively young committee who have been actively working on developing junior programs. The club currently has 34 junior members.

Squash Victoria stated that squash is still popular in rural and regional towns with two thirds of their members living in country areas.

Racquetball is not as popular in Horsham; however junior development programs are becoming an increased focus for the club.

Squash Victoria is supportive of a new Regional Indoor Stadium and would seek 6 – 8 squash courts if included in the developing option. There is new technology on the market for moveable side walls which could be considered in any future multipurpose facility design.

### 6.1.6 Little Athletics Victoria

Little Athletics Victoria has had some involvement in previous studies but was not aware if projects had progressed since 2019.

The local Little Athletics club is a vibrant and successful organisation. It is well managed by the committee and has strong community support with volunteers and parents. The club currently has 140 registered members.

There is no senior athletics club in Horsham, the closest senior club is located in Ballarat.

Little Athletics Victoria is very supportive of a new regional standard athletics facility in Horsham, with preference for a synthetic track to enable the provision of regional events.

### 6.1.7 Table Tennis Victoria

Table Tennis Victoria acknowledged that a new indoor stadium had been considered since the 1990's.

The local club currently has 60 members and in recent years has moved to a new venue. Membership has limited capacity to grow at their current facility. The venue only has capacity for eight tables, and they play competition for 12 hours per week. Between 2007 and 2012 their membership reached a peak of 100 members.

The general trend is competition members are declining, however social members are increasing. This is consistent across the State.

Table Tennis Victoria is very support of being considered in a new Indoor Stadium development, which could attract regional tournaments and events if the facility was suitable for the sport's technical requirements.

### 6.1.8 Croquet Victoria

Croquet Victoria acknowledged they were involved in and supportive of previous studies, however the Horsham Croquet Club has been very clear that the Club does not wish to relocate from the existing facility, which is adjacent to the Lawn Tennis Courts. The Horsham Croquet and the Horsham Lawn Tennis Clubs share the same club rooms and amenities.

The current Horsham Croquet Club facility is classified as a regional venue and the co-location with Lawn Tennis is ideal for larger events and tournaments if extra playing areas are required. A minimum of four croquet courts is required for regional level events, with capacity for an additional four courts. Natural turf is the preferred playing surface rather than synthetic surfaces.

Croquet Victoria strongly supports the Horsham Croquet Club in remaining at the existing facility and doesn't believe croquet should be included in the scope for a regional multi-sport precinct.

The local club is located on Crown land managed by Council and has no licence or security of tenure at their current site.

Kalimna Park Croquet Club is located in Baillie St and also does not want to be included in a regional sporting precinct.

### 6.1.9 Tennis Victoria

Tennis Victoria have identified Horsham as one of six major regional tennis facilities. They acknowledged that the Lawn Tennis Club was resistant and disappointed with the City to River Master Plan. An initial high level concept plan, prior to consultation with groups, presented a relocation of the facility. This frustrated the club and resulted in a lack of trust in Council's planning process for successive multi-sport precinct planning. The club strongly lobbied HRCC Councillors to exclude the Lawn Tennis facility from the City to River project vision.

The local club has no licence or security of tenure at their current site, which is located on Crown land managed by Council.

There are four major tennis clubs within Horsham. These include the Horsham Lawn Tennis Club, Central Park Tennis Club, Homers Sporting Club and Haven Tennis Club. All clubs are successful and have shown growth over the last 10

years. There is sufficient tennis court provision in Horsham, however the current locations do not meet the standard or facility requirements to be classified as a regional tennis facility. Tennis Victoria acknowledges if a new regional standard facility was developed in the multi-sport precinct, one club would need to move to the facility and close/decommission their existing venue. Tennis Victoria proposed that Haven Tennis Club and Central Park Tennis Club could be potential anchor tenants in the new facility.

The lack of lighting is a problem across all existing facilities, which limits facility use during evenings, year round training and competitions.

Tennis Victoria confirmed their strong support for a Regional Tennis facility to be established at the proposed multi-sport precinct or at an alternate location that could achieve the required technical and compliance standards required.

### **6.1.10 Hockey Victoria**

Hockey Victoria confirmed that Horsham needs a fit for purpose synthetic hockey pitch for training and competitions. There are currently no fully compliant regional hockey facilities within the broader Wimmera region.

Horsham Hockey Club currently has 55 registered players and is part of the Wimmera Hockey Association which has 289 registered players across the region. Players from the Horsham club travel weekly during their competition season. They play their home games at Dimboola (located at Dimboola Secondary College) as there are currently no suitable facilities within Horsham.

The Wimmera Hockey Association has member clubs from the following towns: Horsham, Dimboola, Nhill, Kaniva, Warracknabeal and Yanac. The hockey season is traditionally a winter sport commencing in April with finals in August/September.

The sport has moved away from a turf surface for playing pitches given the high maintenance and consistency required for safety and playability of the game. The strongly preferred surface is synthetic. There is an indoor version of hockey that is emerging – which is generally played on a rubber floor indoor stadium surface but can also be played on wooden floors with modified equipment. A new indoor hockey pitch has been added to the State Netball Hockey Centre which is proving very popular for competitions, training and bookings.

Participation has bounced back quickly post COVID, with the data showing only a 5% drop.

To host regional/state level events the venue would require two fully compliant pitches. Larger regional/state events are normally rotated through metropolitan venues and larger regional towns including Ballarat, Bendigo, Geelong and Shepparton. It's highly unlikely Horsham would attract large scale hockey events, but a fully compliant single pitch would become a destination for the Wimmera Hockey Association competitions and enable the sport to grow in Horsham.

Multi-use surfaces are difficult and can be problematic between other sports, given the different turf or synthetic surface requirements for particular sports.

A hockey pitch generally requires side fences of 1 metre height and goal ends fencing up to 3 metres height. A full size pitch can also be divided into two small size pitches so the surround fencing must be flexible to cater for both modes of play.

### **6.1.11 Badminton Victoria**

Badminton Victoria confirmed the Horsham Badminton Club currently has 85 members and is a stable organisation. The sport is played locally on a school term fixture. The sport is currently played at the Horsham College Stadium and in the past has used the Basketball Stadium.

There is a state-wide trend of social badminton court hire in preference to competition.

If badminton was considered in a new Indoor Stadium, design considerations would include suitable lighting, colour scheme of walls and ceiling and limited natural light.

Regional event destinations are generally Bendigo, Geelong and Traralgon all who have quality fit for purpose event venues with significant court capacity. State events are generally played across Melbourne.

Badminton Victoria strongly supports being involved in a new multi-sport precinct if it includes a new Indoor Stadium facility.

### 6.1.12 Australian Football League

AFL Victoria outlined the local football competition structure. There are two leagues with the Horsham area: the Wimmera Football Netball League and the Horsham and District Football Netball League. The Horsham and District League comprises 12 teams spread over a very large geographical area. The competition is not sustainable in its current format, with club mergers likely to occur over the next five years.

City Oval is regarded as the regional venue for the sport and has been identified for upgrades as part of the City to River Master Plan outcomes. The oval is in good condition but requires lighting upgrades and the change rooms and social rooms require replacement to be contemporary and fit for purpose. There are plans to make the ground slightly bigger, with plans to construct two compliant netball courts with associated change facilities and club room upgrades. The AFL Wimmera Offices are also included in the scope of the proposed redevelopment.

Horsham Saints play at their own facility (Coughlin Park oval) at the St Brigid's College site. Both the oval and St Brigid's College are owned by the Catholic Diocese.

Horsham College has recently commenced a Football Academy which would have some interest in the multi-sport precinct project.

AFL Victoria strongly supports involvement in the regional multi-sport precinct development as they are seeking a third AFL standard oval and netball facilities enable potential merging of clubs in the Horsham and District League, ideally in the next 5 years.

### 6.1.13 Gymnastics Victoria

Gymnastics Victoria stated the gymnastics growth in the region would benefit from more accessible and contemporary facilities if they were available in Horsham.

The Natimuk Gymnastics Club is a privately operated club who own their gymnastics facility in the township of Natimuk, 20 minutes from the centre of Horsham. The building was originally constructed in 1970 and the club recently completed a two stage extension of the facility to increase available capacity, roof height and ancillary areas.

The expanded facility has enabled the club to increase from 140 members to 260 members over the past three years.

Gymnastics is supportive of new indoor stadium facilities, owned by Council, being able to cater for gymnastics programs to support continued growth of the sport in the region. The preference is to have permanently set up gymnastics spaces rather than daily set up/pack up arrangements due to the additional labour costs. Gymnastics Victoria has also identified in their strategic plan a goal to develop stronger partnerships with local governments to establish more affordable licence agreements for clubs, compared to leasing commercial buildings. This is a threat to sport more broadly.

## 6.2 Local Sports Clubs and Association

The table below is a summary of the feedback and comments provided by each club participating in the user group survey. Feedback was collected October 2021.

**Table 13: Summary of Sport Club and Association Discussion**

User Group	Membership Strategies	Facility Issues	Development Opportunities
Haven Tennis Club	<ul style="list-style-type: none"> <li>The club now has professional tennis coaching to encourage junior and senior player development. This will also attract new players to the club</li> </ul>	<p>A major limitation is the lack of lights over the winter months where the professional coach is unable to coach after 5.30pm at Haven. The courts at Haven are a hard surface and could be used all year around if we had lights. Some of the clubs with lights are able to play mid-week competition night matches over the summer, which we are currently unable to provide. Night matches would create a great social opportunity not just for the players but for the local community to attend.</p> <p>The Rebound Ace courts are awaiting some major upgrades to the surfaces, which will be happening next season 2022/23. The club will also be applying for funding through the council to upgrade and paint the surface of the four existing concrete courts.</p> <p>Another limitation currently for the club is the old public hall. There are no change rooms, no showers, non-compliant disabled access or a parent's room, no canteen facilities, no direct viewing, no bar facilities, limited storage, no internet or Wi-Fi facilities.</p> <p>The courts are directly next to the Haven Primary School, which would provide easy access for coaching after school hours all year round which would also assist us increase our family memberships.</p>	<p>The Haven tennis courts and surrounds are the perfect opportunity to become Horsham's Regional Tennis Centre. If Haven was to become a Regional Tennis Centre, coaching and programs would become available 7 days a week all year round.</p> <p>As a Regional Tennis Centre with appropriate facilities, Haven would be able to attract a variety of regional and state junior and senior tennis tournaments throughout the year that would bring a lot of people to Horsham supporting accommodation and food outlets.</p> <p>Currently with the tennis courts, there is a netball court overlay on two courts with the space for a second netball court as well. Lights on these courts would allow for netball to also be played at the same venue.</p> <p>Haven is a growing community compared to many of the outlying rural communities plus we have a growing primary school and growing playgroup right beside the recreation reserve.</p> <p>There are a number of bicycle / walking tracks that can safely allow participants to come to the reserve.</p> <p>A number of the outlying Football/Netball clubs are struggling and developing the Haven Tennis Courts and the Haven Recreation Reserve for a variety of summer and winter sports such as Football, Netball, Hockey, Soccer, Ultimate Frisbee, Cricket and Tennis as well would provide a hub of sports activities along with all the natural bush areas that are already available.</p>
Central Park Tennis Club	<ul style="list-style-type: none"> <li>Implemented a number of strategies including advertising on social media, collaboration with schools (tennis in curriculum, prep racquet roadshow), providing free</li> </ul>	<p>Court 1 is unplayable due to court cracking and the entire front bay of four courts needs re-sheeting. Two courts with lights are not sufficient for competitions.</p>	<p>Plans to re-sheet courts 1 – 4 and light two extra courts have been ongoing for the past few years which will require funding through a major grant application.</p>

User Group	Membership Strategies	Facility Issues	Development Opportunities
	<p>access to courts for public use, club-based coach referrals, encourage greater use of courts after hours (court lights)</p> <ul style="list-style-type: none"> <li>Currently run Tennis Victoria development programs for beginners (Hot Shots and Community Play) which are starting to see increased participation. Also introduced Saturday training for members leading into the Saturday summer competition season. There are also social competitions available (Monday social ladies' competition during the day, and men's social competitions on Monday and Wednesday evenings)</li> </ul>		
Horsham Croquet Club	<ul style="list-style-type: none"> <li>Advertise "Come and Try Days" Word of Mouth either personally or by phone. Encourage school students to play as a sport. Invite our local papers to take photos and a report. Send photos and reports to Victoria Croquet Association to be published on their Webpage. Use Social Media</li> <li>Wimmera's regional croquet centre, holding pennant and special days. Annual Tournament using 8 courts with entries from 3 states. Corporate Functions for the Community. Annual Regional Challenge match with Ballarat. Social days.</li> </ul>	None, the club share and maintain our clubrooms with Horsham Lawn Tennis	The club is in the process of installing a new fence to enhance the surrounds
Horsham Lawn Tennis Club	<ul style="list-style-type: none"> <li>Offering a wide variety of programs. Strong focus on encouraging young people to take up tennis through the hot shots program as well as</li> </ul>	The club highly values the current location and facilities. Would like to continue to work with the Horsham Rural City Council to improve facilities. The current clubrooms could be improved to provide better accessibility.	Would like to get lights to better utilise the facility during evenings.

User Group	Membership Strategies	Facility Issues	Development Opportunities
	junior development through coaching and competition. <ul style="list-style-type: none"> <li>Offer hot shots for children aged 5-9 years old to learn the basics of tennis and have fun. Also offer further junior development through coaching and competition.</li> </ul>		
Horsham Hockey Club	<ul style="list-style-type: none"> <li>Positive, Inclusive and Fun Environment along with actively recruiting</li> <li>A hockey roadshow is held in the Horsham schools yearly, where the club runs an hour long class for the younger year levels in most Horsham schools. This introduces the sport to the younger students, reaching approximately 700+ students in Horsham every year.</li> </ul>	<p>We need a synthetic hockey field, or a proper designed and drained hockey field.</p> <p>The current field cannot be used for competition as it is well below standard in every way (quality and lighting). therefore, the clubs home field is in Dimboola until they get a better field in Horsham. The field is unsafe and unusable in winter. The grass is always too long to train on.</p>	<p>Very hard to grow a sport when the grounds are terrible, and players have to travel every week for competition as the home ground is Dimboola (as Horsham pitch is not suitable)</p> <p>Club would like to see a Multi-use synthetic hockey field in Horsham (can be used for many sports including summer tennis)</p>
Horsham Table Tennis Club	<ul style="list-style-type: none"> <li>Programs for all abilities. Purchase of own venue</li> <li>Programs for older adults and also for persons with a disability</li> </ul>	In 2018 the club were able to purchase their own facility and are happy.	Yes, but long term
Natimuk Gymnastics Club	<ul style="list-style-type: none"> <li>Offering a wider variety of classes</li> <li>All classes are inclusive classes.</li> </ul>	Venue is too small	An extension of a 'lean to' out the front of the current venue
Kalimna Park Croquet Club	<ul style="list-style-type: none"> <li>Advertising, Come and Try days and Contacting schools</li> <li>Run Aussie croquet</li> </ul>	The facilities are more than adequate, maybe paying for water and mowing could be an issue in the future with only 6 members.	No
Volleyball Horsham	<ul style="list-style-type: none"> <li>Work with schools to offer students an alternative sporting option. Liaise with teachers to offer PD on volleyball coaching</li> <li>Academy program, State team pathway program and State League program</li> </ul>	No room for expansion. Facility is Catholic Education site and school controlled facility	Club doesn't own facility so can't develop competitions any further. Currently in discussions with Lutheran to implement a two court set up in their new stadium

## 6.3 Schools

Only one school participated in the online school survey. Federation University – Horsham Campus responded and had limited interest in the multi-sport precinct project.

## 6.4 Key Findings of Stakeholder and User Group Engagement

Most State Sporting Associations expressed significant interest and support for the development of a regional multi-sport precinct or facility upgrades. All peak bodies regarded Horsham as a key strategic location for a regional facility to service Western Victoria.

The peak bodies that indicated they wish to be included in future regional facility development discussions include:

- Football Victoria (Soccer)
- Netball Victoria
- Basketball Victoria
- Tennis Victoria
- Little Athletics Victoria
- Volleyball Victoria
- Hockey Victoria
- Badminton Victoria
- Squash Victoria
- Table Tennis Victoria
- Gymnastics Victoria
- AFL Victoria

There is also strong local interest from the above sports with some clubs and associations eager for investment in new fit for purpose indoor and/or outdoor facilities to enable their sport to grow and be sustainable into the future. There are some other local clubs (Horsham Lawn Tennis Club, Horsham Croquet Club, Kalimna Park Croquet Club and Horsham Amateur Basketball Association) that indicated they are happy with their current sites and wish to remain at their current location. They have no interest in being included as part of a multi-sport precinct development.

It should be noted that there is some resistance from some local clubs to be involved in the project due to issues with previous planning studies. Further time will be required to rebuild trust and confidence for some clubs to be involved in future discussions.

## 7. Phase 2: Stakeholder and User Group Engagement

A phase two engagement process was undertaken with key stakeholders and user groups to provide a project update, present the concept designs for the three sites and seek feedback on the feasibility report recommendations. This included:

- Briefings and discussions with relevant State Sporting Associations (SSA's)
- Presentations and discussions with local sporting associations and clubs
- Discussions with non-sporting users of Haven Recreation Reserve
- Landowner and land managers discussions
- Schools and local sporting groups

### 7.1 State Sports Associations Engagement Summary

Nine State Sporting Associations were consulted on the projects' final concept designs and the distributed model recommendations. Below is a summary of their feedback and comments. Four other State Sporting Associations were informed that due to cost constraints their sport was not included in the final design recommendations for the three sporting precincts. A total of 13 State Sporting Associations were consulted throughout the development of this project. Letters of support from nine SSA's are included in the Phase Two engagement report.

The following provides a summary of the key issues identified.

#### 7.1.1 Football Victoria

Football Victoria is pleased to see some soccer provision included in the sports precincts. However, they believe having multiple pitches at one location would be a better design outcome for soccer.

Football Vic has suggested enhancements for the soccer facility provision, listed below.

- Option 1 (Preferred) – Haven Recreation Reserve: Add a second full size pitch next to the one already shown. Two pitches side by side, with a cricket pitch in the middle would enable use of facility year round. i.e., Soccer over winter and cricket over summer.

Council Response: The proposed concept plan for Haven now reflects Option 1.

#### 7.1.2 Basketball Victoria

Basketball Victoria is supportive of the new indoor stadium design and site location. Having a new compliant venue will support further growth of basketball in the region. A compliant stadium would provide greater capacity to host regional events and tournaments that are currently spread across multiple venues.

#### 7.1.3 Netball Victoria

Netball Victoria is supportive of the Indoor Stadium and Outdoor Netball Court concept design and proposed location at the Dimboola Road site. They confirmed the mix of four indoor courts and four outdoor courts is a good design outcome for netball use. They particularly like the ability for the outdoor netball courts to operate for competition and training independent of the indoor courts. Having separate amenities, storage and competition facilities is an important design feature.

- Horsham City Netball needs a new home. The Park Drive courts are not fit for purpose for the sport to grow at that location. The new outdoor netball courts would be an ideal new home base.
- The venue would be suitable for hosting regional events and association championships.

- There would be significant interest for hiring courts for training from the Football/Netball clubs, potentially every night of the week.
- The Wimmera region netball academy could be based at the new facility.

#### 7.1.4 Volleyball Victoria

Volleyball Victoria is supportive of the Indoor Stadium design and site location. Having four indoor courts would enable the venue to host regional level events and tournaments, however specific design requirements must be considered to be fully compliant. These requirements include:

- The courts must have compliant line marking and post footings.
- Court run-off distance must be compliant and not obstructed by barriers, walls or beams.
- Sufficient storage must be provided for event equipment and referees' stands.

#### 7.1.5 Squash Victoria

Squash Victoria was provided with an email update on the final design outcomes and confirmation that new squash courts were excluded due to cost constraints for the project.

#### 7.1.6 Little Athletics Victoria

Little Athletics Victoria is supportive of the Dudley W Cornell site layout and acknowledge the proposed design is the most sustainable and affordable option for Council. A summary of the feedback is listed below.

- Recognise the benefits of a multi-use sport precinct with cricket, soccer and athletics to activate the facility more broadly. See opportunities with cross promotion of Athletics with these other sport users.
- Strongly supports the distributed model to strategically locate the provision of sports facilities in the north, south and west of Horsham. Developing the three sites will provide uplift to the surrounding communities and drive greater access for community use.
- Support the grass track surface compared to synthetic. Given the facility is used by community-based athletics clubs and schools the grass track is a preferred design. Evidence suggests running/training on grass is much better for athlete development and injury protection, particularly among children.

#### 7.1.7 Table Tennis Victoria

Table Tennis Victoria was provided with an email update on the final design outcomes and confirmation that table tennis could be accommodated at the Indoor Stadium facility in the future if the local association would like to move from its existing venue.

#### 7.1.8 Cricket Victoria

Cricket Victoria is supportive of the Wimmera Sports Precincts project and proposed site layouts. They appreciated the early consultation on proposed redevelopment of the Dimboola Road oval and that Council is committed to an alternative oval for cricket use. A summary of the discussion is listed below.

- Discussion about alternate site options such as the Bailee Street oval (Horsham College), Haven Recreation Reserve, Horsham Racecourse in-field and Taylors Lake (Dock Lake Recreation Reserve) oval.
- Cricket Victoria is focused on growing and supporting the growth of juniors playing cricket, as they are the future of the sport. Alignment with school sites is a consideration for future oval locations in Horsham.

Council Response:

- An initial meeting has been held with the President of the Horsham Cricket Association and the President of Jung Tigers cricket club.
- Subsequent meetings will occur with both the Cricket Association and Jung Tigers Cricket Club to identify arrangements for the re-location of the cricket club.

### 7.1.9 Tennis Victoria

Tennis Victoria is supportive of Haven Recreation Reserve being up scaled to become the regional tennis site for Horsham. A summary of the design improvement suggestions and other feedback is listed below.

- Add lighting for the Tennis Courts to the concept plan so it is clearly shown.
- Suggestion to move the Community Hub Pavilion closer to the Tennis and Soccer playing areas for better access for players and viewing for spectators.

Council Response:

- Indicative lighting is now shown on the concept plan.
- Community hub has been relocated on the concept plan.

### 7.1.10 Hockey Victoria

Hockey Victoria is supportive of the Dimboola Road location and is pleased a hockey pitch has been included in the mix of new facilities. A summary of the feedback is listed below.

- Supportive of the design of the hockey pitch and that lighting is included.
- They have a strong preference for a synthetic playing surface if funding was available. However, they understand the cost constraint challenges for Council and would support a grass pitch if that was the only viable option.

### 7.1.11 Badminton Victoria

Badminton Victoria is supportive of the Indoor Stadium concept design and proposed Dimboola Road location. The four indoor courts (designed to netball standards) will comfortably fit 16 badminton courts, which elevates the facility to a regional standard for Badminton Victoria's requirements. Badminton Victoria expressed a genuine willingness to bring regional/state level tournaments and events to Horsham if the facility can meet their design guidelines for high-level competitions. These design requirements must include the following:

- Minimum requirement for 16 courts with compliant line marking. Badminton court lines must not be broken by other sport line markings and should be prominent for officials and players to clearly see.
- Natural lighting can be a major issue for competitions. Any skylights in the ceiling or glazed walls of the stadium must have the technology to be fully covered with blinds so any natural light is "blackout."
- The roof must be 9 metres in height over the courts to attract higher level competitions. A minimum roof height of 7 metres is required for normal competition standards.

### 7.1.12 Australian Football League

AFL Victoria was provided with an email update on the final design outcomes and confirmation that a new AFL oval was excluded due to cost constraints for the project. Council is focused on delivering upgrades to the Horsham Recreation Reserve (City Oval) as the priority project for AFL in Horsham.

### 7.1.13 Gymnastics Victoria

Gymnastics Victoria was provided with an email update on the final design outcomes and confirmation that a new gymnastics facility was excluded due to cost constraints for the project.

## 7.2 Local Associations and Club Engagement Summary

A total of seven project briefing meetings were conducted with local associations and clubs. The participating groups included:

**Table 14: Local Associations and Clubs Engagement Participants**

Meeting 1	Meeting 2	Meeting 3	Meeting 4	Meeting 5	Meeting 6	Meeting 7
Cricket	All Sports	Tennis	Indoor/ Outdoor Stadium Users	Hockey	Squash	Dudley Cornell Users
Horsham Cricket Association	Wimmera Regional Sporting Assembly	Wimmera Central Tennis Association	Horsham City Netball Association	Horsham Hockey Club	Horsham Squash Club	Horsham Little Athletics
Jung Tigers Cricket Club		Central Park Tennis Club	State Titles Officer (netball) – Wimmera region			Horsham Soccer Club
		Haven Tennis Club	Horsham Amateur Basketball Association			Colts Cricket Club
			Horsham Badminton Club			
			Horsham Volleyball Club			

### 7.2.1 Meeting 1 Discussion Summary – Cricket Association and Jung Tigers Cricket Club

Council Officers presented the concept plans for Dimboola Road oval which will result in Jung Tigers Cricket Club being re-located. There was general agreement and interest in exploring options for the relocation of the Club. It was agreed that this would be the first conversation of many, as options are further explored. A summary of the discussions is listed below.

#### Exploration of re-location options

- City Oval – needs cricket nets for the site to be suitable for training.
- Baillie St – oval needs to be larger and have clubrooms available.
- Racecourse – issues with access, viewing options and shade for spectators and officials.
- Taylor's Lake (Dock Lake Reserve, opposite Green Lake) – has all facilities but would limit access for people without transport. Some members of Jung Tigers have come from Taylor's Lake.
- Dudley Cornell - The small oval is hard and suitable only for junior age groups. The larger oval is narrow. Would not be able to schedule four Grades at the same facility.
- Haven Recreation Reserve – would prefer this site and would be open to amalgamate with other clubs to form a Haven Sporting Club. Recommend a concrete wicket.

#### Follow Up Meetings

- Two meetings have been held with the Cricket Association and Jung Tigers and further discussions will occur to explore re-location options.
- A two-stage process is required for the re-location of the cricket club. Because of staging requirements, Jung Tigers will need to relocate from the Dimboola Rd site when the stadium is being constructed and before a new oval is available at Haven Recreation Reserve.

- Jung Tigers' Cricket Club has indicated they will provide a letter endorsing the project's recommendations on the basis that the Club is provided support to be based at a suitable alternate location until a new oval is available at Haven, the site of a permanent home for Jung Tigers.

### 7.2.2 Meeting 2 Discussion Summary – Wimmera Regional Sports Assembly (WRSA)

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

- WRSA is supportive of the outcomes of the study for identified sports.
- An indoor stadium on Department of Education land would need to be easily accessible during daytime hours – not limited only to after school hours.
- Consider careful orientation of indoor courts to maximise usage and increase economic outcomes.

### 7.2.3 Meeting 3 Discussion Summary – Wimmera Tennis Association and Clubs

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

**Management of regional facility** - Who and how is the facility to be managed?

- Will be worked through as part of the project development. Local clubs will not be responsible for managing the facility.

**Hire fees and usage** - Who can use the facility?

- The facility will be available to all local clubs, not only those located at the facility.

**Number of Courts** - Are 16 courts enough?

- The number of courts meets the needs of a regional level tennis facility as per Tennis Victoria facility standards. Sixteen courts allow hosting of regional level junior and senior tennis tournaments and events.

**Central Park Tennis Club** - What does this mean for the Club?

- No change regarding use of Central Park courts and facilities.
- There is no plan to shut down or remove courts. It is expected that scheduling of games and additional (all-year) use because of lighting, will result in a programming shift to the regional facility.

### 7.2.4 Meeting 4 Discussion Summary – Indoor/Outdoor Stadium User Groups

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### Basketball

- Partnership with Horsham Amateur Basketball Association and the Horsham College facilitates easier access for juniors after school.
- Opportunity to grow further as a sport.
- Having a regional facility makes Horsham a more attractive place to live.
- Valuable for growth of basketball if players have proper training facilities at no/low cost.

#### Netball

- Huge interest in netball in the Horsham area. We have state teams which are sent to Melbourne for competitions.
- Quality of competition will improve with a regional standard facility.
- There is a demand for netball in the area from junior players. Teams would travel from outside to Horsham to play at a regional facility.

- If participants could play all year round it is expected this will further increase the sports' growth.
- Potential for all-abilities in netball to be integrated into the new facility.

#### **Volleyball**

- Currently don't have the capacity to expand their sport due to lack of facilities.
- Ability to play the sport is restricted by the schools' schedule of indoor stadium usage.
- Don't have enough time slots due to the high demand for new players to join the sport.

#### **Badminton**

- The club were impressed with the site, and location.

### **7.2.5 Meeting 5 Discussion Summary – Hockey Club**

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### **Facility Design Observations – Playing surface and Buildings.**

- The Hockey club prefers a synthetic turf surface rather than grass. Synthetic turf provides better opportunities for skill development.
- Equity of access to the indoor stadium facilities is important i.e., not letting one group dominate access to the facilities.
- Provision of outside amenities is important including access to drinking water, shelter for players and spectators, seating.

### **7.2.6 Meeting 6 Discussion Summary – Squash Club**

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### **Tenure at Current Facility**

- No lease or licence in place – but there is understanding with the owners that the club can remain on existing site for as long as the club is viable.
- Discussed option to establish a lease. Club suggested that a 30-year lease would be required to satisfy funding requirements.
- After the release of the feasibility study recommendations, the club may request that council work with them to consider options to support the club.

### **7.2.7 Meeting 7 Discussion Summary – Dudley Cornell User Groups**

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### **Little Athletics Club Feedback**

- Supports the idea of distributed model of facilities as this will prevent scheduling conflicts.
- Prefers synthetic turf track to grass track.
- Questioned decision to use grass rather than synthetic. Believes competitors are disadvantaged running on grass tracks; the club does not see the merit of grass versus synthetic.
- Council response: current participation numbers, replacement cost and limitations associated with a single use space were factors in the design decision.

#### **Colts Cricket Club**

- Supports the benefits of dedicated car parking at Dudley Cornell and other sites.
- Seating for spectators is an important consideration at the next stage of planning.

### Soccer Club

- Recognise the strategic importance of Haven as a site for soccer.
- The Women's World Cup can have a direct impact on the growth of soccer in Horsham.
- Suggested that AFL be restricted to certain sites – and not be permitted to use soccer facilities.
- Ensure appropriate seating and viewing options for spectators are included in future designs.

## 7.2.8 Haven Recreation Reserve – Non-Sporting Groups

Council officers will undertake further engagement with non-sporting users of Haven Recreation Reserve to inform them of the proposed development options for this site. These groups will include:

- Haven Community Enterprise Inc (Re: Haven Market)
- Dog Obedience Club
- Horsham Primary School (Haven Campus)

## 7.3 Landowners and Land Managers

A total of 10 sites (involving 14 land owners /managers) were investigated during the feasibility study.

The sites were:

1. Dudley W Cornell Park – Horsham Rural City Council
2. Haven Recreation Reserve – Horsham Rural City Council
3. Horsham Showgrounds - Crown land with a community Committee of Management
4. Horsham Showgrounds – Greyhound Club – Lease with the State of Victoria
5. Horsham Showgrounds – Agricultural Society – Private land
6. Horsham Velodrome - Crown land with a community Committee of Management
7. Horsham Racecourse – Horsham Racing Club and Horsham and District Harness Club – Crown land with HRCC being the Committee of Management. Both Clubs have licences with the State of Victoria
8. Remlaw Rd – Grains Innovation Park - Lease with the State of Victoria
9. Remlaw Rd (south of Baillie St) – Private land
10. Remlaw Rd (north of Baillie St) – Private land
11. Rasmussen Rd – Private land
12. South of the Wimmera river (western parcel) – Private land
13. South of the Wimmera river (eastern parcel) - Private land
14. Dimboola Rd (Horsham College) – Department of Education

All owners and organisations responsible for managing the different land parcels have been contacted and advised that the feasibility study has been completed and have been thanked for their participation in the project.

## 7.4 Schools and local sporting groups

All schools and sporting clubs will be contacted again when the report has been presented to Council. Schools and clubs will be thanked for their interest in the project and will be encouraged to visit the HRCC website to obtain detailed information regarding the outcomes of the project.

## 8. Key Issues and Opportunities

This section identifies the key issues and development opportunities identified through the market research and extensive consultation for the Feasibility Study.

### 8.1 Key Issues

#### **Current Sporting Infrastructure is aging and caters for local or municipal level participation**

Despite there being significant sporting infrastructure across the Horsham Local Government Area, both playing surfaces and support infrastructure (change facilities) - is aging and reaching its end of life. Non-compliant facilities across different sports constrain the ability of Horsham facilities to be categorised as of regional standard for tournaments and other events that could be key economic drivers for the community. The current provision of facilities is generally catering only for local or municipal level participation according to the various State Sporting Bodies' facility compliance guidelines.

#### **Difficulty in Identifying one site or multiple sites that have the capacity to meet the criteria and needs**

It would be expensive to accommodate all potential sports partners in one multi-sport precinct. The available land, location and size of the site are key determinants in shaping the final components and priorities at a multi-sport precinct. Cost considerations include not just the purchase of land but essential civil works, development of facilities, maintenance and operating costs and importantly the ability of clubs and groups to afford to access to the facility.

The Feasibility Study identified opportunities to consider development options for the co-location of some facilities and sports and upgrading or extending existing facilities.

#### **There has been resistance from some local sports to engage in a Multi-Sport Precinct development**

It has been clearly stated from some local clubs and Council staff that previous planning studies have eroded trust and confidence in a future multi-sport precinct. In particular, an indoor stadium development has been stalled and debated by Councillors and community on three occasions over the last six years.

There is however significant interest, support and excitement from multiple sports to improve ageing facilities and develop compliant facilities of a local, municipal or regional standard.

#### **Accessibility is a key requirement in new facilities to remove barriers to participation**

The majority of existing sporting facilities across Horsham are not fully accessible or compliant with universal design standards. It is important that any contemporary facilities are designed for full accessibility for the entire Horsham community so barriers to participation are removed. Barriers include physical access to and within the facility and opportunities to play or participate.

#### **Affordable programs and services are critical for whole of community access**

Sections of the Horsham community rank low on the SEIFA index of disadvantage. It is important that sports clubs and associations can continue to offer affordable programs and services to maximise community participation and positive wellbeing outcomes.

## 8.2 Key Opportunities

### There is strategic support for developing multi-sport facilities of a regional or upgraded standard in Horsham

There is significant strategic alignment in Council strategic and previous sport planning studies for the development of regional level or upgraded sporting facilities.

The Feasibility Study responds to the Council's strategic initiatives and priorities by:

- Enhancing the inclusivity, accessibility and safety of places and spaces.
- Developing a principles based, and community need driven planning approach for our infrastructure.
- Creating engaging spaces and places for social connection and wellbeing to build community resilience.
- Encouraging participation, diversity and growth in sports, events, arts and culture.
- Planning for places and spaces to provide connectedness and social inclusion.

There has been significant work undertaken by Council over the last five years through other strategies and studies for the future development of multi-purpose sports infrastructure. This includes:

- The Open Space Strategy 2019 which has a number of recommendations around sports facilities across the municipality.
- The Economic Development Strategy 2017-2021 identifies a number of priorities as potential economic development drivers.
- South Emerging Option Paper identifies Haven Recreation Reserve as a potential location for a community sporting hub.
- Horsham Multi Use Indoor Sports Stadium – Phase 1 Feasibility Report, 2016
- Wimmera Sports Stadium Business Case and Concept Design Report, 2017
- Horsham Sport Facilities Demand Assessment Version 4, 2019
- Horsham City to River Master Plan, 2020
- Joint Sports Proposal Horsham Multipurpose Sports Precinct, 2019

### Local Participation demand will be maintained or grow due to modern contemporary facilities

The population of the Horsham municipality is projected to be stable over the next 10 – 15 years, with moderate population increase anticipated in the range of 0.5-1.5%. This estimate could change if mining in the area is approved and becomes operational. Participation in various sports is likely to be stable with some possible decline in numbers as the population ages over the next decade. However, over 50% of the population aged between 5 and 49 years are most likely to be involved with organised sports and clubs. The provision of upgraded and fit for purpose facilities will support participation growth.

### Capacity for some existing sports infrastructure to be upgraded to municipal or regional standard facilities

There are a number of existing sporting reserves and facilities that can be upgraded cost effectively to achieve compliance as either municipal or regional standard facilities. In particular, there are opportunities to consider Haven Recreation Reserve and Dudley W Cornell Reserve for upgrades and expansions. These two sites have been considered in the site assessment process.

### There is a demand for equitable, accessible, and affordable sport and active recreation participation opportunities

There is clear demand for **additional indoor stadium courts and facilities** for multiple sports including

- Netball

- Volleyball
- Basketball
- Badminton
- School sporting academy and event use
- Potentially Table tennis
- Potentially Squash
- Potentially Gymnastics

The lack of universal design standards at some existing facilities is a barrier for participation. Affordability of hire cost and use is also a concern for some local sport clubs and associations.

There is also **strong support and identified demand from the following sports:**

- Football Victoria (Soccer)
- Tennis Victoria
- Little Athletics Victoria
- Hockey Victoria
- AFL Victoria (expressed a need for a future third regional standard oval in Horsham, however Council is already committed to the City Oval re-development and facilitating greater activation/use of this site).

Integration of passive recreation infrastructure must be included in the development of sporting precincts for broader community activation and usage.

### 8.3 Regional Sports Facility Delivery Model Options

The following two options for the delivery of regional and upgraded / compliant sport facilities have been investigated:

**Option One - Consolidated Model:** This model consolidates all the identified priority sporting facilities at one site. This model requires access to a site of approximately 15ha to accommodate the identified facilities and support infrastructure i.e., car parking, pavilions etc.

**Option Two - Distributed Model:** This model identifies multiple strategic locations where either existing facilities can be upgraded or extended to identified levels: local, municipal or regional or where new facilities can be developed.

## 9. Site Assessments Summary

At the commencement of the Feasibility Study Council identified the following six sites (involving ten landowners-managers) for consideration for the development of the Regional Multi Sports Precinct. (Option One – Consolidated Model).

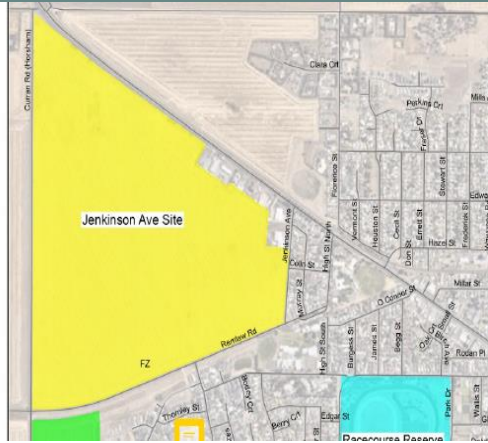
- Jenkinson Avenue
- Remlaw & Natimuk Road
- Racecourse Reserve
- South of Police Paddock
- South of the River
- Showgrounds

Throughout the course of the project the following further four sites were identified for consideration. These investigations continued to explore Option One but Option Two (distributed model) emerged as a strategically significant and financially viable option for our municipality.

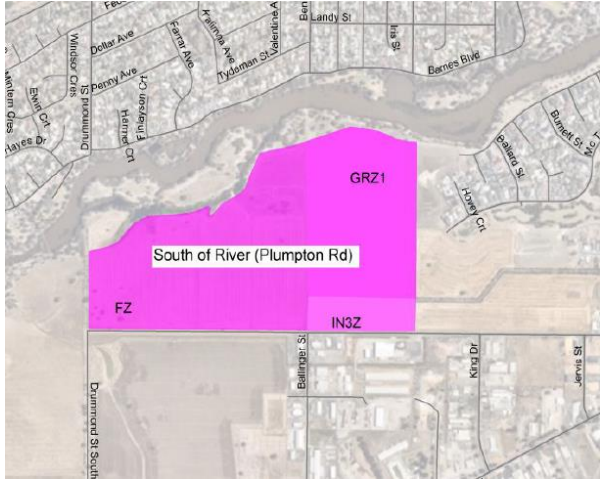


- Horsham Velodrome
- Dudley W Cornell Park
- Haven Recreation Reserve
- Dimboola Road Oval (Horsham College)



The following table provides a summary of the sites identified.

**Table 15: Potential Regional Sports Precinct Sites**

Site Name	Zoning Classification:	Site location
<b>Jenkinson Ave</b>	<p><b>Farming Zone</b></p> <p>Located to the northwest of Horsham, the site is identified in the Horsham Framework Plan as a long term area for growth. Potentially required in 20 - 30 years based on current population growth and land supply.</p> <p>Framework Plan &amp; Housing Strategy will be reviewed next year and will be assessed if required or not.</p> <p>Land is privately owned, and the owner does not wish to sell at this time.</p>	

Site Name	Zoning Classification:	Site location
<b>Remlaw &amp; Natimuk Rd Site</b>	<p>Located in current residential development areas with approved subdivision for 200+ lots. The area includes a corridor of open space connecting Dumsney St to Remlaw Rd. Land privately owned and the owner does not wish to sell.</p> <p>PU7 located on Natimuk Road forms part of the Grains Innovation Park on western edge of the township which is currently undergoing redevelopment and has an approved master plan.</p>	
<b>Racecourse Reserve</b>	<p>Forms part of established Horsham Racecourse in the center of city with a mix of recreational and community facilities on the fringes of the reserve.</p> <p>Crown land with two racing clubs established on site.</p> <p>Significant costs associated with the relocation of the clubs and track infrastructure.</p>	
<b>South of Police Paddock</b>	<p>Located on the northern edge of the city and forms part of Horsham North.</p> <p>The landowner of the South of Police Paddock site (Rasmussen Rd.) has indicated a willingness to offer a parcel of land. The landowner has identified alternate uses for the remainder of the land. The offer of land would be subject to Council investing significant up front capital, in roads and civil infrastructure as an early works package for the site establishment.</p>	

Site Name	Zoning Classification:	Site location
<b>South of the River</b>	<p>Located southwest in developing residential area along Wimmera River. Privately owned land, neither of the landowners wish to sell.</p> <p>Approved development plan for 200+ lot subdivision and identified in framework plan.</p> <p>Open Space strategy has identified a lack of active open space facilities.</p> <p>The Horsham South Structure plan is currently under development and has identified 4000 residents living south of the river and potential for an additional 970 lot/ 2000 + residents over the next 10-15 years. Horsham South Structure Plan will identify new GRZ areas and community facilities / open space locations.</p>	
<b>Showgrounds</b>	<p>Current site for existing indoor recreation facility, greyhound facility and showgrounds.</p> <p>Area west of Robinson St is Crown land. Area east of Robinson St is privately owned. The landowner does not wish to be involved in the project.</p> <p>Located centrally close to the Central Activity Centre and Wimmera River, the site has a number of well-established facilities and community activity.</p> <p>Identified in City to River Masterplan as site for sporting facilities and open space. Land subject to significant flooding associated with the Wimmera River under 1-100 flood event.</p>	
<b>Dudley W Cornell Park</b>	<p>Current site for cricket, soccer and little athletics. Located in Horsham North. Zoned PPRZ.</p> <p>Land owned by HRCC.</p> <p>The site is located within a residential area and fringed by industrial areas to the north.</p> <p>The site is land locked and is undersized for the athletics track and for AFL use.</p>	

Site Name	Zoning Classification:	Site location
<b>Haven Recreation Reserve</b>	<p>Current site for Haven Tennis Courts, Horsham Primary School (Haven Campus) and the local community hall. Located in the southern corridor of Horsham. Zoned PPRZ.</p> <p>The site is in a rural setting but has been identified as a key destination on the Horsham South Structure Plan that is currently being developed.</p> <p>Land owned by HRCC. An area of the site is on Crown Land</p>	
<b>Dimboola Road Oval (Horsham College)</b>	<p>Current site of the Dimboola Road oval. Land owned by the Department of Education. It has mixed school and community use. Located on the northwestern edge of Horsham. Zoned PUZ2.</p> <p>The site has some constraints, but Horsham College has significant interest in a partnership with Council and is willing to demolish some existing building assets to enable the development of a new sports precinct including indoor stadium, outdoor netball courts and sports pitch for soccer or hockey.</p>	

The above sites were all assessed for their capacity to deliver the consolidated and/or distributed facility development model.

## 9.1 Site Review Process

To help in reviewing and assessing the identified sites the following assessment criteria has been used. Sites are assessed through a two-stage site selection process involving:

- **Primary selection criteria** - this helps to shortlist all sites into potential and non-potential sites.
- **Secondary selection criteria** – shortlisted sites undergo a more detailed assessment to determine final priority site(s) for more detailed investigation.

It should be noted that this site assessment tool has been successfully used by both State Government and other local government authorities to determine preferred sites for a range of sport and leisure facility developments.

### 9.1.1 Stage One Primary Selection Criteria

Of all main success factors for high use community and leisure facilities (based on industry trends) the following eight are regarded as primary site selection criteria. The last two, people and place, relate to transformative place making.

#### 1. Location to Catchment Population

Central location to maximise use and how close it caters for the current and projected project area population (Primary and Secondary catchment zones).

The site is located within an existing residential catchment and is in close proximity to the greatest existing or planned density and diversity of housing types.

The site does not overlap catchments with other existing facilities in neighbouring suburbs.

#### 2. Size of Site Meets Development Requirements

The site is of sufficient size to accommodate facility requirements to enable efficient development and meets the minimum site size and configuration requirements.

#### 3. Public and Active Transport Access

The site is accessible by public transport and has active transport (shared use trails/footpath).

The site is within an existing street-based walking distance or is co-located with the primary open space and other community and recreational facilities in the local area.

#### 4. High Visibility of Site

The site is on major traffic zones, high profile corner site or road, with prominent street frontage and/or high volume of pedestrian traffic. The ability of the site to present high visibility to facilities.

#### 5. Land Suitability

The site is a good fit for the type of facility purpose and range of activities.

The site should be relatively flat, have suitable stable soil conditions and be able to be protected from floods, high water table and not have a previous landfill or fill site history.

#### 6. Place (Transformative Place Making Criteria 1)

Contributes to the productivity and sustainability of the local area through improved economy, community, diversity, connection and sustainability.

The site is abutting or in close proximity to other existing and clustered social infrastructure.

The site has the potential to act as a catalyst for revitalisation of an existing Town Centre or place.

#### 7. People (Transformative Place Making Criteria 2)

Contributes to the wide engagement of people together in one place through being walkable, safe, vibrant and welcoming.

The site aligns with community preferences for location and is neutral space for the representative community demographic.

The site is abutting an existing community or civic public space.

#### 8. Access to Land and Timing of Development

The site is available to develop in the short term and has no known land tenure or occupancy agreement constraints.

## 9.1.2 Stage Two Secondary Selection Criteria

Sites that meet all of Stage One primary selection criteria are then categorised as priority sites, and these are assessed across a range of secondary site selection criteria, including:

### 9. Planning/Zoning

Capability of site to meet all current and proposed planning requirements.

The site and its intended use complement adjacent land use patterns, links with plans or developments, is supported by the location of transport infrastructure and fills an identified gap in the area.

### 10. Site Services

Major services are available on site or closely located to minimise cost and to ensure facility can be serviced?

- Electrical
- Water
- Gas
- Sewer
- Storm water.

### 11. Site Geology

Site geology affects overall design and construction costs. A flat site with good soil conditions and no history of rubbish deposits or poor drainage is essential.

### 12. Site Access and Traffic Impacts

Site Access and Traffic Impacts: Most site visitors (80% to 90%) will come by car so there needs to be adequate site access and provision of appropriate car parking, bus parking and group drop off and pick up.

The site is safe, comfortable and enjoyable to walk or cycle and has no physical or perceived barriers.

### 13. Impact on Current Users

If the site is within an open space, it does not reduce, replace or compromise open space that is valued for sport or play or impact negatively on the environment, amenity and value of the open space network.

### 14. Neighbourhood Effects

The intended use of the site is compatible with neighbouring activities and there is a low likelihood of reverse sensitivity issues. Identify any negative neighbourhood impacts likely to occur from the development in relation to surrounding neighbourhood i.e., noise, traffic, lighting and amenity.

### 15. Compatibility of Site

The site is located within or abutting a Town Centre or place. Close development links to existing or other site users/uses or adjoining or close by facilities including the clustering of community facilities.

### 16. Site Image

Does site image complement the proposed development? (i.e., visual aesthetics/environmental issues).

### 17. Shared Development Opportunities

Are there any shared or compatible development/uses or management opportunities i.e., commercial/community partnerships?

**18. Commercial Potential of Site**

Is the site commercially attractive to other funding parties or commercial investors?

**19. Future Facility Expansion Capability**

The site is sufficiently flexible to accommodate an integrated or connected facility and meets the minimum site size and configuration requirements. Does the site have surrounding available land for future facility expansion?

**20. Environmental Impact**

The site has the potential to complement or enhance its local environment and cultural heritage. Assess the impact the development has on the local environment and cultural heritage.

**21. Value of Site**

The site is either set aside or is affordable to purchase for development. The cost to either purchase or create the development on the site can be compared to determine the likely development impost at each site.

**22. Potential of Part Land Sale or Lease**

The site offers an opportunity for part land sale or leasing. Does the site have extra area suitable for sale/lease to assist with development/funding opportunities?

**23. Capital Cost of Development**

The site allows for the development of a facility that is affordable. Which site provides the project with the lowest development capital cost?

**9.1.3 Project Site Assessments**

The site selection scoring system Otium Planning Group have used is based on:

- 10 points = Meets every criterion and it is the best site.
- 8 to 9 points = Meets most criteria 80% to 90%.
- 6 to 7 points = Meets 60% to 70% of criteria.
- 4 to 5 points = Meets only 40% to 50% of criteria.
- 2 to 3 points = Meets only 20% to 30% of criteria.
- 1 point = Meets 10% of less criteria.
- 0 points = does not meet any criteria.

The table on the following pages provides a summary of the scoring of each site against the above criteria. The detailed site assessment is provided in **Appendix 1**.

## 9.2 Site Assessment Scoring

Table 16: Site Assessment Scoring Summary

Stage	Potential Sites									
	Site 1 Jenkinson Avenue Site	Site 2 Remlaw & Natimuk Road	Site 3 Racecourse Reserve Site	Site 4 South of Police Paddock	Site 5 South of the River Site	Site 6 Showgrounds	Site 7 Haven Recreation Reserve Distributed Model Only	Site 8 Dudley W Cornell Reserve Distributed Model Only	Site 9 Velodrome Site Distributed Model Only	Site 10 Dimboola Road Oval Distributed Model Only
Stage One	52	37	36	57	45	38	53	43	54	57
Stage Two	64	60	76	78	61	74	104	92	82	96
Total	116	97	112	135	106	112	157	135	136	153

The assessment has identified the following key issues:

- The Remlaw and Natimuk Road, South of the River and Jenkinson Avenue sites are not suitable for the development of a regional sports precinct as the landowners are not prepared to sell the land at this time.
- The development of a regional sports precinct on the Racecourse Reserve site would require the relocation of the track which would include identification of a new site, purchase of the land and development of a new track. This would be in the order of \$30M plus.
- The Show Grounds site (east of Robinson St) is privately owned by the Agricultural Society. The Agricultural Society does not want to have their land used for sporting facilities. The land on the western side of Robinson St is Crown land and is managed by a Committee of Management. The Horsham Greyhounds Racing Centre (also located on the western side of Robinson St) has recently entered a new 21-year lease with the Crown for access to the site. Land north of the greyhound track and the infield are not suitable to accommodate sporting facilities, due to potential conflicts with televised racing.
- Extensive discussions were held with various stakeholders regarding the opportunity to redevelop and re-purpose the Velodrome site (excluding the show grounds). Agreement could not be reached with the Cycling Club who wish to remain at this location (Velodrome site). The site also had constraints for cost effective development of the land including highly reactive soil conditions and significant flood and land subject to inundation overlay requirements.
- The landowner of the South of Police Paddock site (Rasmussen Rd.) has indicated a willingness to offer a parcel of land. The landowner has identified alternate uses for the remainder of the land. The offer of land would be subject to Council investing significant up front capital, in roads and civil infrastructure as an early works package for the site establishment.

As a result of consultations with landowners and licensees and detailed site assessments, none of the sites original six sites have the capacity to accommodate all the identified priority sporting facilities to create a consolidate regional sports precinct. Importantly, the review identified opportunities to locate a mix of facilities to a regional, municipal or local level standard across multiple sites under a distributed model of infrastructure development. This would see the following developments:

- Dimboola Road oval – negotiations with Horsham College have been underway for over 6 months to consider the development of an indoor/outdoor stadium facility and hockey/soccer pitch on school land at the Dimboola Road oval location. The school has offered to demolish some existing school buildings to enable the required land for the development. In-principle agreement has been reached with the College Principal and School Council, and further discussions are continuing with various Department of Education for the necessary approvals.
- Haven Recreation Reserve – expansion of the recently upgraded tennis courts from 12 to 16 courts along with the development of multipurpose community hub pavilion would establish the facility as a regional tennis centre in line with Tennis Victoria’s facility hierarchy. Two soccer pitches which are also multiuse for cricket to be added to the site south of the tennis courts and adjacent to the school. Given the size of the Haven Recreation Reserve there is capacity to develop the remainder of the site with flexible open space that could be used for a variety of community, school and sports activities.
- Dudley W Cornell Reserve – opportunity to upgrade existing facilities at the site for improved provision of a compliant running track on the main oval. The oval would require some enlargement within the existing site boundaries. A new car park (GWM Water Authority depot site) would be required to ease traffic and bus congestions for sports events. Council are in discussions with GWM Water regarding future use of this land.

Based on the following strategic directions facility component schedules for each of the sites have been developed and presented on the following pages.

## 9.3 Component Schedule

The facility components and area schedules for each of the identified sites is summarised in the following tables.

### 9.3.1 Dimboola Road Site - Component Schedule

Table 17: Dimboola Road Site Component Schedule

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
<b>DIMBOOLA ROAD SITE</b>						
<b>Indoor/Outdoor Stadium Facility</b>						
<b>New Indoor Stadium</b>  (Regional Level Facility)	4 full size indoor sports courts compliant for netball, basketball and volleyball	<ul style="list-style-type: none"> <li>▪ Meet universal design principles as a minimum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adjacent to spectator areas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of lighting, sound and acoustic treatment to support</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4 x Indoor High Ball courts - 30.5 x 15.25m.</li> <li>▪ Runoff to netball dimensions 3.05 m unencumbered (4 m clearance between courts)</li> </ul>	4 courts = 2,965m <sup>2</sup> approx.

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
		<ul style="list-style-type: none"> <li>Provide indoor sports courts for:               <ul style="list-style-type: none"> <li>Netball</li> <li>Volleyball</li> <li>Badminton</li> <li>Basketball</li> <li>Futsal</li> <li>Indoor Hockey</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Adjacent to amenities block</li> <li>Linkage to kiosk/lounge</li> </ul>	<ul style="list-style-type: none"> <li>competitions and events.</li> <li>Lighting to 500 Lux</li> </ul>	<ul style="list-style-type: none"> <li>Roof height - 8.3m at highest point unencumbered.</li> <li>Provide adequate clearance for scorer's bench and seating between each court (approx. 1.5m)</li> <li>Provide adequate clearance for circulation space between courts (1.5m-1.8m).</li> <li>Provide adequate clearance for wheelchair access.</li> </ul>	
	Spectator seating	<ul style="list-style-type: none"> <li>Option - show court provide retractable seating provision (500 seat capacity)</li> <li>Other courts – single row of seating along each court</li> </ul>	Along one side of court one	<ul style="list-style-type: none"> <li>Allow floor loading only for temporary seating for show court</li> </ul>	<ul style="list-style-type: none"> <li>Row of seating between courts for spectator viewing additional area requirement.</li> </ul>	200m <sup>2</sup>
	Control/Operations Room		Direct access and viewing over courts - preferred	<ul style="list-style-type: none"> <li>Access via courts to submit scoresheets</li> <li>Capacity for 3/4 people</li> <li>Sliding window</li> <li>Potential link to reception</li> </ul>	Room 10m <sup>2</sup>	10m <sup>2</sup>
	Other support facilities <ul style="list-style-type: none"> <li>Storage</li> <li>Plant rooms</li> </ul>	Service areas	Storage off main sports hall	<ul style="list-style-type: none"> <li>Storage of sports equipment for multi lined sports courts</li> <li>Consider storage systems to maximise storage</li> </ul>	<ul style="list-style-type: none"> <li>Storage – 150m<sup>2</sup></li> <li>Plant - 300m<sup>2</sup></li> </ul>	450m <sup>2</sup>

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
				capacity at end of courts		
<b>Subtotal Indoor Sports Hall</b>						<b>3,625m<sup>2</sup></b>
Front of House Areas	Foyer/Reception	<ul style="list-style-type: none"> <li>Provide welcoming entry area that allows users to relax and socialise before entering main activity areas.</li> </ul>	<ul style="list-style-type: none"> <li>Links to lounge and kiosk</li> <li>Links to main activity areas</li> </ul>	<ul style="list-style-type: none"> <li>Universal Design</li> <li>Way finding Principles</li> <li>Allowance for vending machine locations</li> </ul>	<ul style="list-style-type: none"> <li>Foyer 100m<sup>2</sup></li> <li>Reception 20m<sup>2</sup></li> </ul>	120m <sup>2</sup>
	Kiosk/Lounge	<ul style="list-style-type: none"> <li>Provide a grab and go food and drinks kiosk</li> <li>Key socialisation area</li> </ul>	<ul style="list-style-type: none"> <li>Links to foyer</li> </ul>	Informal break out area	<ul style="list-style-type: none"> <li>Lounge – 50m<sup>2</sup></li> <li>Kiosk– 30m<sup>2</sup></li> </ul>	80m <sup>2</sup>
	First Aid	Provide access to first aid room linked to sports hall	All Centre users	Emergency service vehicle access	Room 10m <sup>2</sup>	10m <sup>2</sup>
	Function / Multipurpose Room	Capacity for up to 200 people	<ul style="list-style-type: none"> <li>Links to lounge and kiosk</li> <li>Links to main activity areas</li> <li>Viewing of stadium or outdoor courts</li> </ul>	<ul style="list-style-type: none"> <li>Kitchenette facilities</li> <li>Storage for tables and chairs</li> <li>AV capability</li> </ul>	Flexible 200m <sup>2</sup> space that can be divided into 2 x 100m <sup>2</sup> rooms	200m <sup>2</sup>
	Administration Office	Staff office and admin area	<ul style="list-style-type: none"> <li>Cater for up to 4 staff</li> </ul>	Open plan space		70m <sup>2</sup>
<b>Subtotal Front of House Areas</b>						<b>480m<sup>2</sup></b>
Change Rooms	Change Rooms	<ul style="list-style-type: none"> <li>Provide change room facilities</li> <li>Capacity for 10 players per room</li> </ul>	<ul style="list-style-type: none"> <li>Easy access to the show court</li> <li>Easy access from main entrance</li> </ul>	<ul style="list-style-type: none"> <li>Provide to Netball Victoria, Volleyball Victoria and Basketball Victoria Facilities Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>2 dedicated change rooms</li> <li>Uni sex design</li> <li>Each 100m<sup>2</sup></li> <li>3 toilets and showers per change area</li> </ul>	200m <sup>2</sup>

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
				<ul style="list-style-type: none"> <li>Change rooms could be designed so they can be opened up to make a larger space or partitioned off to divide into smaller change rooms.</li> </ul>	<ul style="list-style-type: none"> <li>1 accessible toilet and shower per change area</li> </ul>	
	Amenities	Provide modern amenities that are easily maintained	Adjoining all main activity areas	<ul style="list-style-type: none"> <li>Fully accessible amenities</li> <li>Baby change provision</li> </ul>	<ul style="list-style-type: none"> <li>Separate public toilets male/female/ accessible each 60 m<sup>2</sup> (in line with BCA requirements)</li> <li>Service areas – 20m<sup>2</sup></li> </ul>	140m <sup>2</sup>
	Referees control / briefing room and change room	Provide modern amenities easily maintained	Adjoining all main activity areas	Fully accessible amenities	<ul style="list-style-type: none"> <li>Control/staff room</li> <li>Change room</li> <li>Toilet and shower (could be shared)</li> <li>Uni sex amenities/ accessible</li> </ul>	30m <sup>2</sup>
<b>Subtotal Indoor Stadium Change Rooms</b>						<b>370m<sup>2</sup></b>
<b>Other Indoor Stadium Areas</b>	Cleaners Room / Store				Allowance	10m <sup>2</sup>
	General Circulation Allowance (20%)	Provide additional space to enable ease of circulation			Allowance	975m <sup>2</sup>
<b>Subtotal other Areas</b>						<b>985m<sup>2</sup></b>
<b>Total Indoor Stadium Areas</b>						<b>5,460m<sup>2</sup></b>

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
<b>Outdoor Netball Courts</b>  <b>(Regional Level Facility)</b>	4 full size outdoor netball courts (Co-located with indoor stadium facilities)	Meets the standard for a regional netball facility with a total of 8 courts on one site (4 indoors and 4 outdoor)	<ul style="list-style-type: none"> <li>▪ Adjacent to spectator areas.</li> <li>▪ Adjacent to amenities block</li> <li>▪ Linkage to kiosk</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lighting to 200 Lux for competition standard.</li> <li>▪ Acrylic playing surface.</li> <li>▪ Fencing around courts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4 x Netball courts - 30.5 x 15.25m playing area. 3.05m clear from sidelines, minimum 3.65m between courts.</li> <li>▪ Team benches and shelters for each court.</li> <li>▪ Officials bench and shelter for each court.</li> </ul>	3,200m <sup>2</sup>
<b>Pavilion (Outdoor Netball Courts linked into the Stadium building)</b>	Player amenities	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> <li>▪ Links to indoor stadium</li> </ul>	<ul style="list-style-type: none"> <li>▪ Universal design</li> <li>▪ Close proximity to outdoor courts</li> </ul>	Minimum two unisex rooms - 20m <sup>2</sup> each area. (minimum 2 showers, 3 toilets and 3 hand basins in each area)	40m <sup>2</sup>
	Player change rooms	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> <li>▪ Links to indoor stadium</li> </ul>	<ul style="list-style-type: none"> <li>▪ Universal design</li> <li>▪ Close proximity to outdoor courts</li> </ul>	Minimum two changerooms – 25m <sup>2</sup> each room	50m <sup>2</sup>
	Umpires change rooms and amenities	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> <li>▪ Links to indoor stadium</li> </ul>	<ul style="list-style-type: none"> <li>▪ Universal design</li> <li>▪ Close proximity to outdoor courts</li> </ul>	Minimum 2 unisex rooms – 12m <sup>2</sup> each room (minimum 1 shower, 2 toilets and 1 hand basin in each room)	24m <sup>2</sup>
	Control/Umpire Duty Room	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> <li>▪ Links to indoor stadium</li> </ul>	<ul style="list-style-type: none"> <li>▪ Close proximity to outdoor courts</li> </ul>	Room 25m <sup>2</sup>	25m <sup>2</sup>
	First Aid room	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> <li>▪ Links to indoor stadium</li> </ul>	<ul style="list-style-type: none"> <li>▪ Close proximity to outdoor courts</li> </ul>	Room 20m <sup>2</sup>	20m <sup>2</sup>
	Public amenities	Meets the standard for a regional netball facility	<ul style="list-style-type: none"> <li>▪ Adjacent to spectator areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Universal design</li> <li>▪ Close proximity to outdoor courts</li> </ul>	Minimum 2 rooms - 12m <sup>2</sup> each room (minimum 2 toilets and 2 hand basins in each room) Minimum 1 unisex room – 8m <sup>2</sup> (1 toilet, 1 shower, 1 hand basin and 1 baby change table)	32m <sup>2</sup>

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
	Administration office	Meets the standard for a regional netball facility	▪ Links to indoor stadium	▪ Close proximity to outdoor courts	Room 25m <sup>2</sup>	25m <sup>2</sup>
	Tournament office	Meets the standard for a regional netball facility	▪ Links to indoor stadium	▪ Close proximity to outdoor courts	Room 20m <sup>2</sup>	20m <sup>2</sup>
	Canteen/Kiosk/Kitchen	Meets the standard for a regional netball facility	▪ Links to indoor stadium	▪ Design to consider capacity to have a single kiosk/canteen to service indoor and outdoor courts	Room 30m <sup>2</sup>	30m <sup>2</sup>
	Multipurpose social room	Meets the standard for a regional netball facility	▪ Located in Indoor Stadium	▪ Indoor/outdoor entry and access	Shared use facility located in the indoor stadium	0m <sup>2</sup>
	Storage	Meets the standard for a regional netball facility	▪ Access to courts	▪ Close proximity to outdoor courts	Room – 40m <sup>2</sup>	40m <sup>2</sup>
<b>Spectator Shelter and seating</b>	Undercover shelter and seating to accommodate approx. 30 – 50 people per court	Meets the standard for a regional netball facility	▪ Located on court sidelines		Minimum 20m <sup>2</sup> per court	80m <sup>2</sup>
<b>Total Outdoor Netball Area and Support Facilities</b>						<b>3,586m<sup>2</sup></b>
<b>Hockey Pitch (Municipal Level Facility)</b>	Full size turf hockey pitch – with lighting, fencing, seating and shelter.	Meets Hockey Victoria senior pitch standards	▪ Link to amenities and change rooms	▪ Shelter and seating for players and spectators	▪ Turf hockey pitch surface Length: 91.4m Width: 55m Run off: Sideline 3m, Baseline 2m	5,500m <sup>2</sup> approx.

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
				<ul style="list-style-type: none"> <li>Fencing – end of field 4.5m high, side of field 3m high</li> <li>Access to club rooms amenities and shelter.</li> <li>Suitable for training and local competition level – 300 Lux</li> </ul>		
<b>Total Outdoor Sport Field and Pavilion</b>						<b>5,500m<sup>2</sup></b>
<b>Total Dimboola Rd Precinct Area</b>						<b>14,546m<sup>2</sup> + future childcare facility allowance.</b>
Precinct Parking	Car Parking					Allowance for 280 car parks

### 9.3.2 Haven Recreation Reserve Site - Component Schedule

Table 18: Haven Recreation Reserve Component Schedule

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
<b>HAVEN RECREATION RESERVE SITE</b>						
<b>Tennis and Soccer Facilities</b>						
<b>Tennis Facilities upgrades and extension. (Regional Level Facility)</b>	4 court future extension to existing 12 courts	<ul style="list-style-type: none"> <li>To meet regional tennis requirements of 10-16 grand slam surface competition courts – (preferably acrylic hard courts or synthetic grass)</li> <li>Classified as “Premier Community Venue” under the Tennis Victoria ratings that is capable of hosting regional competitions.</li> </ul>	<ul style="list-style-type: none"> <li>Access to amenities</li> <li>Access to storage</li> </ul>	<ul style="list-style-type: none"> <li>Run off back of court 5.50m</li> <li>side of court run off 3.05m</li> <li>distance between courts 3.66m</li> <li>Fencing height around new courts 3.6m high</li> </ul>	<ul style="list-style-type: none"> <li>Total playing area 34.75m x 17.07m per court</li> <li>Court area 23.77m x 10.97m per court</li> </ul>	2,380m <sup>2</sup> (four court extension only)
	Lighting - minimum 350 LUX rating	<ul style="list-style-type: none"> <li>Good visibility for players, officials and spectators</li> <li>Uniform illumination of the courts</li> </ul>	<ul style="list-style-type: none"> <li>Light towers should be placed appropriately to maximise vision for play</li> </ul>		<ul style="list-style-type: none"> <li>NA</li> </ul>	NA
<b>Community Hub</b>	Shared Pavilion for tennis and soccer users	<ul style="list-style-type: none"> <li>Meet universal design principles as a minimum</li> </ul>	<ul style="list-style-type: none"> <li>Centralised and good access from courts and soccer pitches</li> </ul>	<ul style="list-style-type: none"> <li>Multipurpose and functional for tennis and soccer</li> </ul>	<ul style="list-style-type: none"> <li>Change rooms and amenities 1 - 100m<sup>2</sup></li> <li>Change rooms and amenities 2 - 100m<sup>2</sup></li> <li>Umpires/Referees Room 2 x 20m<sup>2</sup></li> </ul>	1,090m <sup>2</sup>

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
					<ul style="list-style-type: none"> <li>▪ First Aid Room 15m<sup>2</sup></li> <li>▪ Social/Function space 300m<sup>2</sup></li> <li>▪ Public Amenities – Male 100m<sup>2</sup>, Female 100m<sup>2</sup>, Unisex accessible 15m<sup>2</sup></li> <li>▪ Kitchen, Kiosk, Administration areas and tournament office 60m<sup>2</sup></li> <li>▪ Multipurpose room 200m<sup>2</sup> with dividing wall for 2 x 100m<sup>2</sup> rooms</li> <li>▪ Community Meeting rooms – 2 x 20m<sup>2</sup></li> <li>▪ Veranda/spectator area 200m<sup>2</sup></li> <li>▪ Clubhouse storage 25m<sup>2</sup></li> <li>▪ Equipment storeroom 15m<sup>2</sup></li> </ul>	
<b>Soccer Pitches (Municipal Level Facility)</b>	Two Full size turf soccer pitches	Meets Football Victoria Competition Standards	Link to Pavilion and Amenities	<ul style="list-style-type: none"> <li>▪ Shelters and seating for players and spectators</li> <li>▪ Fencing – end and side of field</li> <li>▪ Access to club rooms amenities and shelter.</li> <li>▪ Suitable lighting for training and local competition level – 300 Lux</li> </ul>	<ul style="list-style-type: none"> <li>▪ Two Soccer Pitches 105m x 68m (3m safety run offs at sides and ends)</li> </ul>	15,000m <sup>2</sup> approx.

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
<b>Cricket oval (Local Level Facility)</b>	Full size cricket oval with synthetic wicket. Located within the two soccer pitches	Meets Cricket Victoria standards for senior competition	Link to Pavilion and Amenities	<ul style="list-style-type: none"> <li>Shelters and seating for players and spectators</li> <li>Fencing – end and side of field</li> <li>Access to club rooms amenities and shelter.</li> <li>Suitable lighting for training and local competition level – 300 Lux</li> </ul>	<ul style="list-style-type: none"> <li>Oval with 60 metre radius.</li> <li>Synthetic wicket in between two soccer pitches</li> </ul>	Within the two soccer pitches footprint
<b>Car Parking</b>			Extension to existing car park to service tennis and other community use of the site.			Allowance for 150 car parks
<b>Flexible Open Space</b>	Green open space area	Flexible for school, sport, community activities and events	Access to public amenities in Community Hub			
<b>Total Precinct Area</b>						<b>10,970m<sup>2</sup></b>

### 9.3.3 Dudley W Cornell Site - Component Schedule

Table 19: Dudley W Cornell Component Schedule

Activity Area & Facility Hierarchy Level	Facility Components	Facility Objectives	Functional Relationships	Other Features to consider	Area Schedules	Total Area (m <sup>2</sup> )
<b>DUDLEY W CORNELL SITE</b>						
<b>Athletics and Cricket Facilities</b>						
<b>Athletics</b>  <b>(Municipal Level Facility)</b>	Athletics track and field sports facilities		<ul style="list-style-type: none"> <li>▪ Link to amenities and change rooms</li> <li>▪ Good access to storage</li> <li>▪ Potential soccer pitch infield</li> </ul>	<ul style="list-style-type: none"> <li>▪ 8 lane x 400m running track</li> <li>▪ Long jump pits</li> <li>▪ Throwing areas</li> <li>▪ Storage</li> <li>▪ Access to club rooms 600m<sup>2</sup>. May be part of consolidated clubrooms depending on site location.</li> <li>▪ Car Parking – 100-120 spaces (allows for event days)</li> </ul>	Turf running track 400m x 8 lanes  Multipurpose infield	Realigning main oval to accommodate 8 lane x 400m track
<b>Shared Pavilion</b>	Shared Pavilion for athletic and cricket users	<ul style="list-style-type: none"> <li>▪ Meet universal design principles as a minimum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Centralised and good access from athletics facilities and ovals</li> </ul>	Multipurpose and functional for athletics and cricket	<ul style="list-style-type: none"> <li>▪ Existing building</li> </ul>	Existing Building

<b>Sports ovals (Local Level Facility)</b>	Main oval with turf wicket  Smaller oval with hard wicket	<ul style="list-style-type: none"> <li>Meets Cricket Victoria Standards</li> <li>Ability to cater for training and competition for other sports</li> </ul>	<ul style="list-style-type: none"> <li>Link to Pavilion and Amenities</li> </ul>	<ul style="list-style-type: none"> <li>Shelters and seating for players and spectators</li> <li>Access to club rooms amenities and shelter.</li> <li>Suitable for training</li> </ul>	<ul style="list-style-type: none"> <li>Existing Main oval with modifications to enlarge the playing area</li> <li>Existing Small oval</li> </ul>	Existing ovals
<b>Car Parking</b>				<ul style="list-style-type: none"> <li>Bus drop off area for schools</li> </ul>	Land acquisition northwest corner – current Water Authority site.	Allowance 150 car parks
<b>Total Precinct Area</b>						<b>Realigning existing site</b>

## 10. Concept Plans

Based on the components schedules HB Architects have developed high level concept designs for the three preferred sites. This distributed delivery model proposes the strategic geographical positioning of smaller sports precincts across central, south and north Horsham.

1. Dimboola Rd site – Regional Indoor Stadium (including four high ball courts) and Outdoor Netball Courts. Plus, Municipal Hockey pitch
2. Haven Recreation Reserve site – Regional Tennis, Two Municipal Soccer Pitches, Local Cricket Oval, Community Hub and Open Space
3. Dudley W Cornell site – Municipal Athletics Facility and Two Local Cricket Ovals with additional car parking and expanded main oval

## 10.1 Concept Plan 1 (Site Layout): Dimboola Road Site

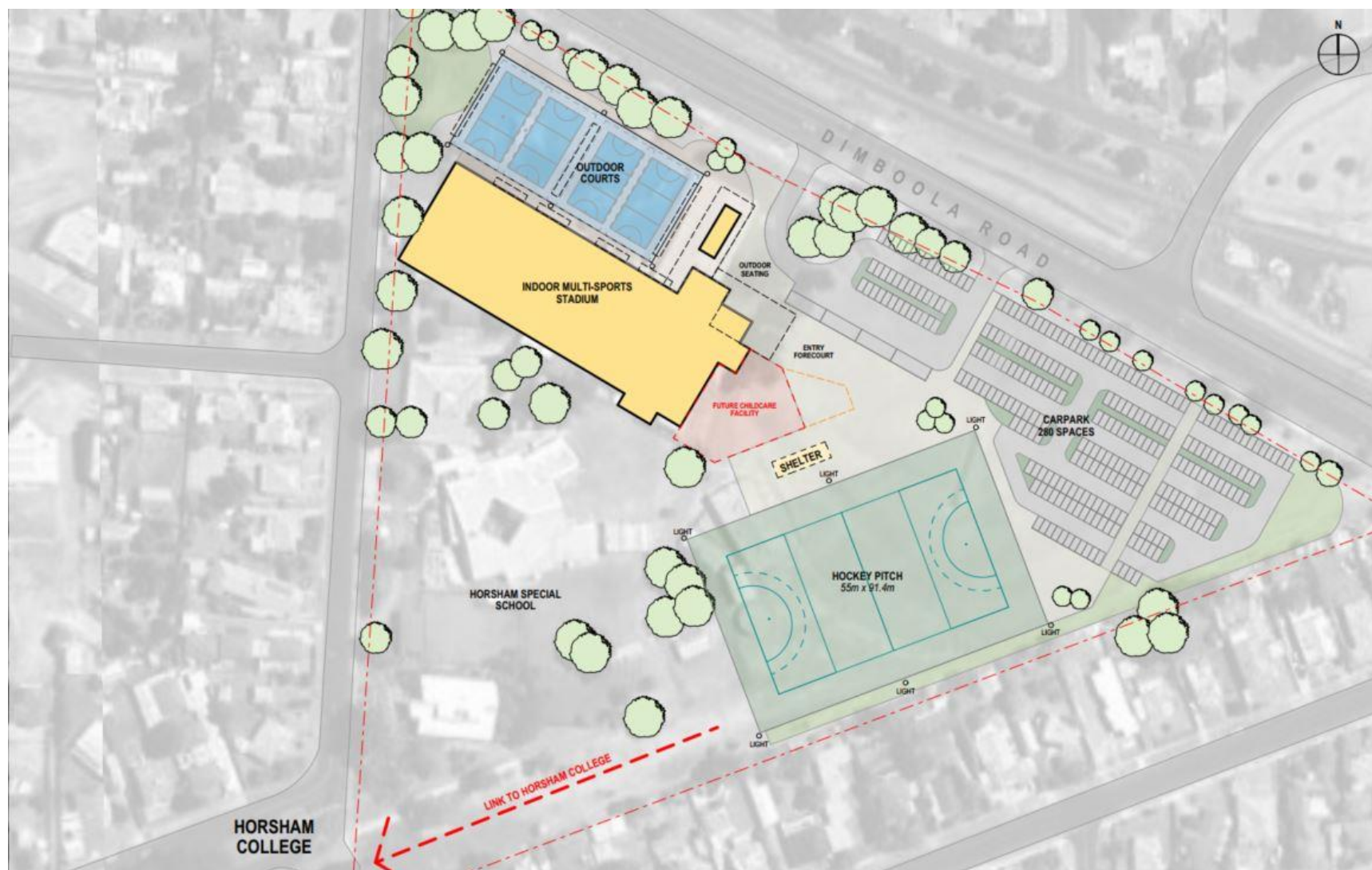


Figure 12: Dimboola Road – Site Layout Concept Plan

## 10.2 Concept Plan 1 (Stadium and Netball Courts Layout): Dimboola Road Site

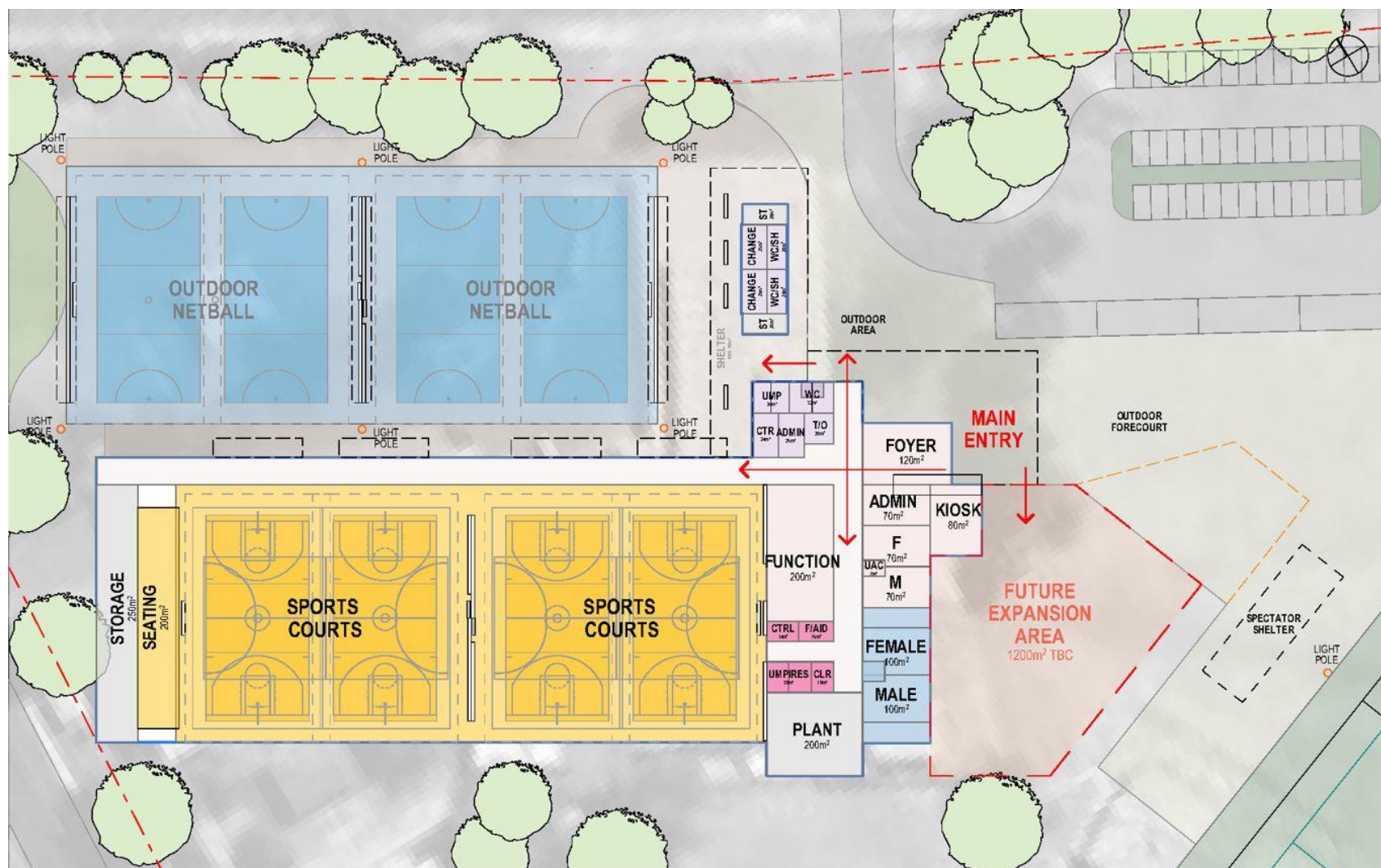


Figure 13: Dimboola Road – Indoor/Outdoor Stadium Layout Concept Plan

### 10.3 Concept Plan 2: Haven Recreation Reserve



Figure 14: Haven Recreation Reserve – Site Layout Concept Plan

## 10.4 Concept Plan 3: Dudley W Cornell Park Site



Figure 15: Dudley W Cornell – Site Layout Concept Plan

## 11. Indicative High Level Cost Estimates

The following table provides the high-level costs estimates prepared by independent quantity surveyors Currie and Brown Pty Ltd for the development of the three sport precincts at Dimboola Road, Haven Recreation Reserve and Dudley W Cornell Park.

**Table 20: High Level Quantity Surveyor Costs Estimates**

Cost Item	Dimboola Road Site	Haven Recreation Reserve Site	Dudley W Cornell Site	Total
	<i>Regional Indoor/Outdoor Stadium and Municipal Hockey</i>	<i>Regional Tennis, Municipal Soccer, Local Cricket, Community Hub and Flexible Open Space</i>	<i>Municipal Athletics Upgrades and Local Cricket</i>	
Total Building Works	\$16,745,000	\$4,928,000	-	\$21,673,000
<b>Net Construction Cost</b>	\$28,886,000	\$10,161,000	\$6,469,000	\$45,516,000
<b>Total Construction Cost</b>	\$32,649,535	\$11,451,190	\$7,320,280	\$51,421,005
<b>Total Project Cost</b>	<b>\$36,600,000</b>	<b>\$12,236,000</b>	<b>\$7,759,000</b>	<b>\$56,595,000</b>

*Note: Current day pricing has been used in the calculations. Ability to stage the delivery of each site.*

## 12. Financial Model and Economic Impact Assessment

This section presents the financial operational performance for a proposed Regional Indoor/Outdoor Stadium facility proposed for the Dimboola Road site.

The **Otium Analytics Financial Operational Model** provides an assessment of a facility's anticipated operations and utilisation. The model considers the facility's catchment, anticipated revenue streams, programming, membership, staffing structure, overhead expenses, additional costs (such as pre-opening expenses and add on costs), accounts for CPI and business growth over a 25-year period.

The 25-year financial model software was established in collaboration with KPMG via the Business Case for Melbourne Sports and Aquatic Centre (MSAC) in 1996/97. Over the last 25 years, the model has been used and refined for over 250 aquatic, sport, health and leisure facility projects and is recognised by local, state and federal governments as a reputable and reliable business financial forecasting and operational tool.

The key model inputs include:

- Anticipated revenue sources, which could include class income, membership, leases, admission fees etc
- Programming of spaces
- Overhead expenses and distribution
- Staffing levels and wages
- Business growth.

The model outputs include:

- Overall operating position, income per activity space, expenses per activity space
- Total anticipated visitors per activity space
- Revenue and expense per visitor
- Total FTE and wages.

### 12.1 Financial Model Assumptions

This section summarises the global impacts and financial operational model assumptions for the proposed Regional Indoor/Outdoor Stadium facility at the Dimboola Road site.

#### 12.1.1 Global Impacts

The 10-year projections are developed using the following global impact assumptions.

The financial models assume existing business and usage in year one. Industry trends indicate leisure facilities increase usage annually, however this is restricted to a modest increase due to the capacity of the facility. The financial models therefore see the following business growth impacts.

**Table 21: Business Growth Assumptions**

Year									
1	2	3	4	5	6	7	8	9	10
98%	99%	100%	101%	102%	103%	104%	105%	105%	105%

Other global impact assumptions include:

- The financial model is annually impacted by a CPI increase. This has been set at 2.5% from year two to year 10.
- Hire and other fees price growth are set at 1% annually from year two onwards.
- An additional 2.5% is provided from year two to year 10 to account for increase to a range of different expenses.
- An additional 1.2% is provided every year to account for salary increases that may occur because of local enterprise bargain agreements and or salary increases.

## 12.1.2 Business Assumptions

Participation levels, operating hours, fees and charges, recurrent operating expenditure, maintenance, staffing, food and beverage and functions (hospitality) assumptions are informed by OPG benchmarking and available information on the current operations of the existing facilities.

The following list of business assumptions apply to all potential management models.

### Hours of Operation

- The facility will be open for 50 weeks of the year
- The total weeks of court operation available for community sport competition, training and school use including basketball, netball, volleyball, futsal, social sport, and schools is 42 weeks. The total hours of use per week assumes 68 hours.
- It is assumed that participation and visitation level will increase through incremental sporting club membership growth across all user groups. There is a supporting summer and winter stadium schedule of use

### Fees and Charges

- Entry charges are based on similar charges to indoor sporting facilities and include GST. They have also been benchmarked against other Victorian Regional Indoor Sporting Centres. The fees are based on tenants of the indoor sports courts paying an hourly rate for the use of the courts under an agreed usage or service agreement.
- It should be noted that these recommended rates are commensurate with a new contemporary indoor stadium.

The following table details proposed rates against the current court rates:

**Table 22: Propose Fees and Charges**

Activity	Proposed fee per court per hour
Netball competition rate	\$40.00
Netball training rate	\$30.00
Volleyball competition rate	\$40.00
Volleyball training rate	\$30.00
Futsal competition rate	\$40.00
Badminton competition rate	\$20.00
Basketball competition rate	\$40.00
Basketball training rate	\$20.00
Sport Development Programs rate	\$20.00
Schools rate	\$20.00
Regional Sport Tournament – whole venue hire	\$1,000 per day
School Tournament – whole venue hire	\$1,500 per day

- No entertainment events have been assumed for the venue due to the primary role of the venue being for community sport and school use. Provision for 16 sport tournament days has been included in the model. These include 4 basketball event days (2 weekends), 8 netball event days (4 weekends), 4 volleyball event days (2 weekends).
- Five school sport tournament days have been included in the model such as regional sport championships.

### Café and merchandise

- The model assumes secondary spend income based on a percentage per spend per visitor. The model assumes the stadium operator will be responsible for the café / kiosk. An average spend of \$1.50 at a customer penetration rate of 60% of total visitations is assumed for food and beverage income. An average spend of \$5 at a penetration rate of 10% is assumed for merchandise revenue.

### Operating costs

- Most recurrent operating expenditure including utilities, marketing and maintenance, floor resurfacing and cleaning are based on the industry benchmarks for similar facilities
- The model includes an allowance for public liability and building insurance.
- No allowance for sponsorship has been included in this model. There may be the opportunity to attract sponsorship as the project develops further.

### Staffing

- The following organisational structure is adopted for the Centre Management. A roster summary supports the model and has been informed by benchmark examples.

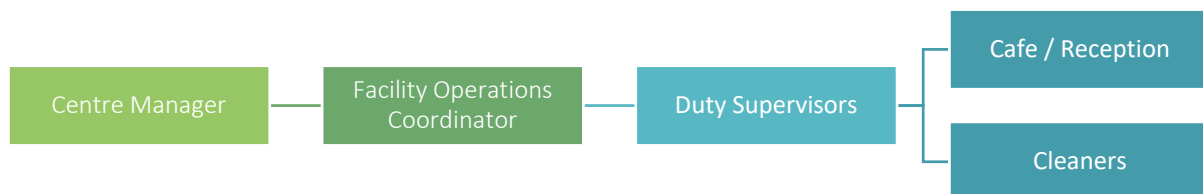


Figure 16: Proposed Indoor Stadium Organisational Structure

### Asset Management and Maintenance

- Industry trends indicate that indoor sports facilities usually require an annual programmed maintenance allowance to ensure they are presented at a high standard. The high use facilities and floor resurfacing requirements will require ongoing capital funding.
- An annualised asset management allowance has been included in the financial model of \$136,000 per annum. This is informed by the Asset Management Schedule prepared by JWC Engineers on behalf of OPG and industry benchmarks of similar facilities.

### Depreciation and Cost of Capital

- No allowance has been made for depreciation. This can be confirmed at a later design stage.
- No allowance has been made for cost of capital. This can be confirmed once Council has confirmed its funding strategy.

### 12.1.3 Court Allocation Schedule

A summer and winter court allocation schedule has been developed for the four indoor courts and four outdoor courts. Below is copy of the Winter programming schedule.

**Table 23: Indoor and Outdoor Courts Winter Programming Schedule**

	Monday								Tuesday								Wednesday								Thursday								Friday								Saturday							
	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
9am-10am																																																
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#### Legend

Netball Competition		Futsal Competition	
Netball Training		Basketball Competition	
Volleyball Competition		Basketball Training	
Volleyball Training		Schools	
Badminton Competition		Sport Development Programs	

## 12.2 Financial Operational Model Summary

The table below summarises details the Base Case 10-year business projections.

The 10-year Base Case business projections indicate:

- The facility attendances are expected to gradually increase from 107,647 in year 1 to 115,336 by year 10. An annual average of 112,261 visits over a 10 year period
- Revenue is expected to increase annually ranging from \$463,777 in year one to \$659,810 by year 10. An annual average revenue of \$560,734 over a 10 year period
- Expenditure is expected to increase annually ranging from \$659,882 in year one to \$831,640 in year 10. An annual average expenditure of \$743,514 over a 10 year period
- The facility is expected to operate an annual operational deficit from year 1. The operational deficit margin will decrease from \$196,105 loss in year 1 to \$171,830 loss in year 10. An annual average deficit of \$182,780 over a 10 year period

**Table 24: Base Case 10 Year Operational Business Projections**

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	107,647	108,746	109,844	110,942	112,041	113,139	114,238	115,336	115,336	115,336
Revenue	\$463,777	\$483,464	\$503,946	\$525,254	\$547,422	\$570,482	\$594,471	\$619,424	\$639,292	\$659,810
Expenditure	\$659,882	\$677,263	\$695,100	\$713,406	\$732,193	\$751,474	\$771,261	\$791,567	\$811,356	\$831,640
Operational Perf.	\$196,105	\$193,799	\$191,155	\$188,152	\$184,772	\$180,991	\$176,790	\$172,143	\$172,065	\$171,830

**Note:** Does not include development costs such as capital cost repayments, land tax, council rates, annual asset management cost and depreciation allowance.

## 12.3 Economic Impact Assessment

This section summarises the social and economic benefits of the proposed Regional indoor/outdoor stadium facility.

The **Otium Analytics Benefits Assessment Model** analyses the economic benefits of a proposed project and converts social and health benefits to an economic value. The assumptions and economic outputs are updated and calibrated for each project to reflect any new work on benefits calculation and the local economic conditions of the project being modelled.

Otium's Social and Economic Benefits Model provides an assessment of projects to identify:

- Direct economic benefits in terms of:
  - Capital spends
  - Revenue generated
  - Recurrent spend (operating expenditure)
  - Jobs created in construction and operation.
- Indirect economic (flow-on) benefits in terms of:
  - Additional economic activity
  - Additional jobs.
- Social and Health benefits in terms of:
  - Criminal and social justice benefit
  - Human capital benefit
  - Personal health benefit

- Productivity benefit.
- Net Present Value and BCR (benefit to cost ratios) using a range of discount rates.

The model considers a range of inputs and estimated economic outputs to derive the above, including:

- Regional economic and industry data.
- Proposed capital cost.
- Estimated recurrent/operating expenses and revenues.
- FTE jobs associated with construction and operation (usually based on industry figures for the region).
- Industry/activity specific economic multipliers.
- Likely per visit expenditure.
- Economic benefit of deferring or avoiding health costs.
- Assumptions on 10 (or more) year operating periods.
- Assumptions on management and operational models.

## 12.4 Benefits Assessment Model Assumptions

The following assumptions have informed the social and economic benefit model. These are:

- The total capital cost of \$36,635,000 is informed by the capital cost estimate obtained from Currie and Brown Quantity Surveyors.
- Visitation in year 1 of 107,647 growing to 115,336 in year 10. The indoor/outdoor stadium is a regional facility that will service a growing population in the regional catchment area; and host some regional sports events.
- Revenue is expected to increase annually ranging from \$463,777 in year one to \$659,810 by year 10.
- Expenditure is expected to increase annually ranging from \$659,882 in year one to \$831,640 in year 10.
- The operational deficit margin will decrease from \$196,105 loss in year 1 to \$171,830 loss in year 10. An annual average deficit of \$182,780 over a 10 year period.
- The average asset management allowance is \$136,000.
- Wimmera Southern Mallee Economy.id Profile has been used to inform the model assumptions. Specifically:
- The construction industry provides for 1,589 construction jobs and an estimated annual output of \$761,789 million.
- The manufacturing industry provides for 1,277 manufacturing jobs and an estimated annual output of \$906,432 million.

ABS Labour Force Survey 2022 has been used to inform the model assumptions. Specifically:

- Average weekly construction job wage is \$1,734.10.
- Average weekly manufacturing job wage is \$1,557.10.
- Average weekly retail job wage is \$1,314.40.
- A multiplier effect of 1.025 has been assumed that recognises the higher flow on effect from initial construction, regular users and from people attending regional events, noting visitors spending within the Horsham region.
- Secondary “intangible” benefits including health benefits, productivity benefits, human capital uplift and criminal and social benefits have also been measured. These benefits, measure the reduction in negative effects of poor health, productivity, and effects of crime and have been informed by the 2018 KPMG *The Value of Community Sport Infrastructure Report*. Secondary benefits are estimated at \$19,672 million in year 1 of operations to \$21,077 million in year 10.

## 12.5 Benefits Assessment Model Outputs

The modelling shows an increase in activity and employment generated by the facility that will provide a boost to regional income.

### Social Impacts

The new facility will provide for the indoor sports participation growth in competition, programming, athlete pathways from grass root to elite teams, regional tournaments and other sports events.

The new facility will provide for an annual average visitation of 112,261 visits. A total of 1,122,606 visits over a 10-year period.

There are several additional social and productivity benefits that are difficult to quantify and are not included in this assessment and these are:

- Lower workforce absentee rates from a fitter and more active workforce.
- Career and training opportunities in the sports and recreational services.
- Volunteering benefits and urban consolidation benefits (including transport benefits) associated with the clustering of sports facilities in proximity to community services, schools, and major residential and activity centres.

### Construction Phase Impact

Local jobs and an increase in regional income will be generated during the construction phase of the project.

- A total of 76 FTE jobs (61 direct jobs and 15 indirect jobs) would be generated during the construction period.
- During construction a total of \$8.78 million in regional income would be generated.<sup>4</sup>

### Operational Phase Impact

The ongoing growth in user numbers will support an increasing number of jobs in the region:

- The operation of the facility would generate a total of 3.2 full time equivalent jobs during operations.
- On a sector basis, the jobs (FTE-direct and indirect) generated by facility users are mainly concentrated in recreational services, event services, food service and other retail.

### Benefit Cost Analysis

The project is estimated to deliver a Benefit Cost Ratio of **0.51** (7% discount rate).

- The net present value of total benefits generated by the investment is estimated at \$18.57 million (7% discount) over a 10-year period.
- The total regional economic benefits (construction and operational) generated by the investment is estimated at \$15.89 million over a 10-year period.
- An indirect health benefit of \$16.84 million over the 10-year period for facility users of the facility.
- The consumer surplus value is estimated at \$2.8 million over the 10-year period for facility users.

<sup>4</sup> This assumes the construction workforce would come from the Horsham LGA and adjacent areas

## 13. Management Model Options

This section presents an overview of Australia and Victoria's current key management trends and analyses the risks and benefits to the Horsham Rural City Council for the future management of a Wimmera Regional Multi Sports Precinct, specifically, a regional indoor high-ball facility. (Or other wording)

### 13.1 Overview of Management of Leisure Facilities

In the late 1980s and early 1990s, most Leisure Facilities were managed in-house by local government employees, under traditional employment awards and penalty rates. In some smaller communities (and where facilities may have had accommodation or manager's flats), some people were engaged to manage through a lease or contract. These were usually families operating a facility under a seasonal or yearly contract.

As these facilities were open 80 to 100 hours per week and salary levels through the 1990s increased significantly, annual operating deficits continued to increase. Salaries could be as much as 70% to 80% of the centre's operating expenditure.

Increasing annual operating costs led to the move from individual leases of facilities into first management contractors and a range of facility contracts. It is at this point that the formation of early commercial management companies occurred.

Over the last 25 years, the industry has seen more than five major management companies come and go into receivership. This occurred due to many companies expanding too fast and operated in a climate where the Council became more commercially aware of the contract conditions and increased their financial and visitation outcome expectations on some management contractors.

#### 13.1.1 Current Facility Management Issues and Trends

Following a settling down period after the failure of several companies, there has been a significant change in the contract management sector.

In recent years, Belgravia Leisure has bid aggressively for contracts and has expanded its facility sector base to Golf, Wellness, Day Spa, Snow Resort and Indoor Sport facilities.

Though there has been aggressive bidding for contracts, there have been few good business deals for LGAs unless centres were very profitable.

Over the last few years, three new companies have entered the Victorian market including:

1. Aligned Leisure - which is a business arm of the Richmond Football Club
2. BlueFit - a management company based in New South Wales and Queensland and has managed several facilities in these states for several years.
3. Clublinks – formed from a background of managing Golf Courses, Clublinks now operates leisure facilities and has expanded into the local government and university sector.

#### 13.1.2 Alternative Leisure Facilities Management Trends

The lack of contract management competition and the need to address specific community outcomes has led to a new management model where some Councils (Frankston City Council, Wyndham City Council and the City of Greater Dandenong) decided to form wholly owned subsidiary companies to operate their major leisure and sports facilities. These councils establish companies limited by guarantee and operate hands-off management services within a more corporate structure of their leisure centres.

These management models are primarily based on the long-standing (24 years) Penrith City Council (NSW) management model. The Council is the company's sole shareholder and appoints a skills-based Board of Directors to

operate the company under agreed financial terms and performance criteria. Such models need to comply with the relevant State Local Government Act.

### 13.1.3 Legislation to Comply with the Victorian Local Government Act (LGA)

#### Local Government beneficial enterprises

Recent changes to the LGA are less onerous on local government to establish a beneficial enterprise. The main changes are outlined below:

- Section 110 of the LGA 2020 permits a local government to participate in the formation and to acquire shares in a corporation.
- While the LGA 2020 has been passed and some of its provisions currently operate, section 110 of the LGA 2020 does not commence operating until 1 July 2021.
- Section 111 of the LGA 2020 sets out the local government's process before participating in a beneficial enterprise. The process is associated with evaluating the risk to the local government arising from that participation.
- The provisions in sections 110 and 111 of the LGA 2020 are less onerous on a local government than the provision that currently operates under section 193 of the LGA 1989. Section 193 of the LGA 1989 requires a local government to seek the approval of the Minister for Local Government if the total investment in the local government beneficial enterprise exceeds \$500,000.
- Ministerial approval is not required under the LGA 2020 or a local government to establish a beneficial enterprise.

The purpose of sections 110 and 111 of the LGA 2020 is to provide for a more straightforward process for local governments to follow in establishing local government beneficial enterprises. It empowers a local government to establish a beneficial enterprise and sets the process that it must follow before doing so, which is a more straightforward process to the process under section 193 of the LGA 1989.

It should be noted that since 2013 both Frankston and Wyndham Councils have set up management models (under the LGA 1989) as a Municipal Enterprise. Dandenong Council established their wholly owned subsidiary using the provisions in the LGA 2020.

### 13.1.4 Benchmarking

There is no one superior operating model that will suit all the Council's requirements. This is due to the varying capacity and resources of the council, the number and variety of facilities and the desired community and health outcomes a council wishes to address.

OPG recently conducted a nationwide survey of Local Government Authorities across Australia to understand the contract management arrangements for indoor sporting facilities.

Of the 169 records received as to what management arrangements were in place for facilities, most are managed under an in-house Council arrangement (76 facilities) followed by a contract management arrangement (59 facilities) and Lease Management arrangements (20 facilities). The following chart shows the breakdown of management arrangements.

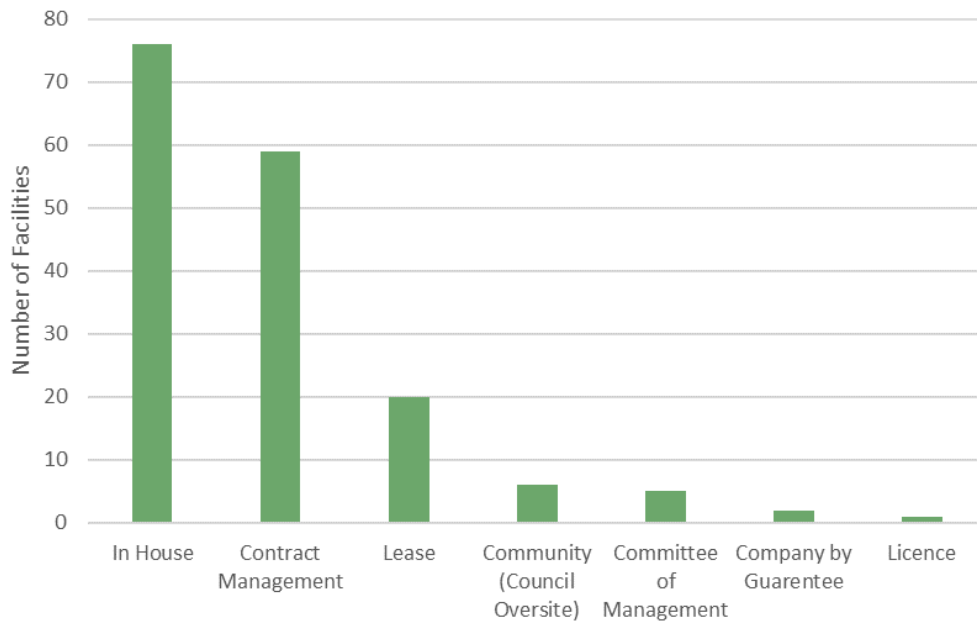


Figure 17: Breakdown of Facility Management Arrangements

### 13.1.5 Most Popular Management Model in Victoria

In Victoria, 21 surveys were received. Of these survey responses:

- 9 responses were from metropolitan Local Government Authorities
- 12 responses were from regional and rural Local Government Authorities.

The following key findings were identified:

- Most aquatic and leisure facilities are managed via contract management arrangement (32 facilities) followed by an in-house Council arrangement (30 facilities), committee of management arrangements (5 facilities) and lease management arrangement (3 facilities). There was also one council that had 2 facilities under a company by guarantee arrangement.
- Most indoor sports facilities are managed under an in-house Council arrangement (20 facilities) followed by a contract management arrangement (10 facilities), lease management arrangements (4 facilities) and committee of management (3 facilities).
- There are a variety of term arrangements in place across contracts and leases for aquatic and leisure facilities. These include short term contract or lease arrangements (23 facilities), contract management arrangements with options e.g., 5 + 5 + 5 years (7 facilities) and ongoing management arrangements (2 facilities). There was a greater range with regard to indoor sports facilities with short term contract or lease arrangements (5 facilities) followed by contract management arrangements with options e.g., 5 + 5 + 5 years (4 facilities), long term leases of more than 10 years (3 facilities) and ongoing management arrangements (1 facility).

### 13.1.6 Management Operating Trends Issues Overview

The highest costs associated with operating and managing leisure centres usually come down to three key areas. These are:

- **Staff and labour costs:** 50% to 75% of operating expenditure.
- **Energy Costs:** 15% to 20% of operating expenditure.
- **Facility Maintenance and Asset Management:** 10% to 15% of operating costs.

Depending upon the age of facilities and the technology used for plant and services, good environmental design plus fit for purpose fittings can keep energy and maintenance costs low. Gas and electricity costs have risen substantially in recent years, increasing the need to design utility saving measures. Due to the high spread of operating hours and public safety requirements, staff and labour costs are usually management's major concern.

The majority of LGA managed leisure centres have very high labour costs as most of these are paying staff under Australian Services Union Awards (ASU) using a mix of State Branch conditions. These awards can see significant penalty rates applied for out of hours and weekend work as well as significant leave and leave loading penalties.

Added to these costs are LGA sector high on-cost allowances where some centres pay 40% to 50% of salaries as on-costs.

By comparison, many contract management groups have developed their own agreements and awards through Fair Work Australia and have developed agreements that minimise out-of-hours and weekend penalty rates.

Within the last decade, some Victorian councils have had success in breaking down the standard ASU award and conditions and have achieved their own or modified LGA EB Greenfields agreement through Fair Work Australia. In return for no weekend or out-of-hours penalty rates they have negotiated some new incentives including higher hourly rates and more annual leave.

There are examples of councils such as Frankston City Council, Wyndham City Council and Moree Plains Shire Council that have chosen to implement the new management model of operating under a company limited by guarantee (also known as beneficial enterprise), whilst others have remained with an in-house management model. The City of Greater Dandenong has also recently elected to implement a company model for their suite of major leisure facilities. Each of these councils gave the company between 8-24 months' planning and preparation time from the moment the CEO was appointed to the commencement of trade.

From 1 July 2021, Sections 110 and 111 of the Victorian Local Government Act 2020 (LGA 2020) came into effect. These sections set out the process that must be followed before establishing a beneficial enterprise and replace those provisions set out in Section 193 of the LGA 1989. In general, the LGA 2020 process is simpler and less onerous than the process set out in the LGA 1989, with the requirement to obtain Ministerial approval no longer necessary in the LGA 2020. The key steps are as follows:

1. Council conducts the risk assessment as required under Section 111 of the LGA 2020.
2. Council determines the type of company structure and the form of the company's constitution and the document governing the relationship between the Council and the company.
3. Council assesses the risks and determines if the risks are acceptable resolves to form the company (or not).
4. Council registers the company.

The City of Maroondah successfully negotiated a new agreement for the redeveloped Ringwood Aquatic Centre (Aquanation). Brimbank City Council operates its centres in-house but has recently entirely restructured its Aquatic and Leisure Centre services and negotiated a separate Enterprise Agreement for this service. This process required all previous staff positions to be made redundant, and new positions to be established.

## 13.2 Potential Future Management Options

This section looks at the potential management models that are currently operating in the leisure industry, and then summarises options that may be feasible and suitable for the Horsham.

The main management models currently operating in the Australian Leisure Industry include:

- **Internal Management:** This is the most traditional model where councils directly employ management and staff to operate the aquatic facilities. This management model allows council full control of operations, pricing, programming, asset management and staffing. Council would then licence the use of the facilities to the sporting club or association i.e., seasonal sports ground allocation.
- **External Management:** This is where councils contract out management rights of the leisure facilities to either a professional contract management company, an individual or a sports club/association to operate

the facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.

- **Company Limited by Guarantee:** This model is an emerging one and involves council setting up a separate wholly owned company to manage and operate the facilities on its behalf. This model allows the company to be in control of all facilities based on the Management Services Agreement and key operating directions set up by council. This option is used where councils wish management to be more commercial and are prepared to hand off responsibility to the company but retain some strategic direction and control of the company. The model generally has higher start-up costs and is better suited to a network of facilities due to the economies of scale it can deliver.
- **Lease:** This is where councils lease out management rights of the leisure facilities to either a professional contract management company, an individual or a sports club/association to operate the facilities. This is usually done through a contract for an agreed term and set of conditions that binds each party.

These all have a range of differences, but they can be defined by some common linkages into two groups linked by:

- Level of control council wants or is prepared to give away.
- Level of risk council is prepared to take or want to give away.

It should be noted that the current Covid-19 pandemic has shown that a council cannot contract out risk.

This is summarised in the management linkages graphic as follows:

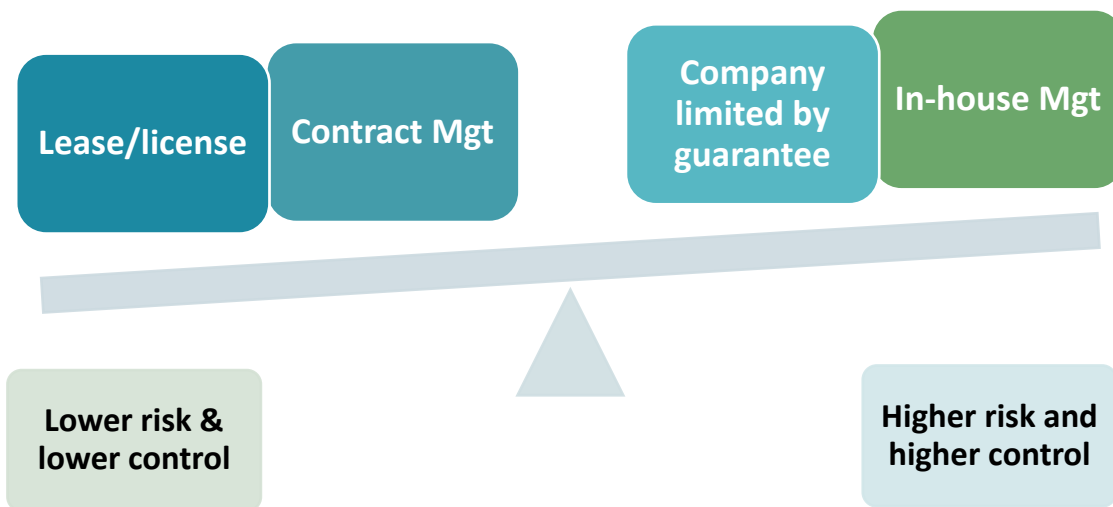


Figure 18: Management Linkages

The industry trend review indicates the most popular management models for leisure facilities in Australia currently are:

- Internal Management
- External Contract Management
- Company Limited by Guarantee
- Lease i.e., sport association operated.

Otium Planning Group has completed a review of these models against a range of facility and business operating issues as a starting point for which option may best suit the management of the Regional indoor/outdoor stadium facility. The summary is presented in the table on the following pages.

Table 25: Management Model Key Business Issues Comparisons – Dimboola Rd Regional Stadium

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Responsible To	<ul style="list-style-type: none"> <li>100% responsible to Council.</li> </ul>	<ul style="list-style-type: none"> <li>Contract Company is 100% responsible to shareholders and company and 0% responsible to Council for company viability.</li> </ul>	<ul style="list-style-type: none"> <li>100% responsible to company (company is wholly owned by Council). Budgets and key business indicators are set in consultation with Council via a Management Services Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Lessee is 100% responsible to shareholders and company and 0% responsible to Council for viability.</li> </ul>
Fees and Charges	<ul style="list-style-type: none"> <li>All fees would be set by Council and are usually lower than market rates due to political process and wish to provide a community service.</li> <li>Essential that as many fees and charges are based on market rates and increase annually as costs increase.</li> </ul>	<ul style="list-style-type: none"> <li>Some basic usage fees could be set by Council, which may be usually lower than market rates due to political process and wish to provide a community service.</li> <li>Contractor usually can set most of other charges at market rates or greater i.e., health/fitness/wellness etc.</li> <li>Essential that fees and charges are based on market rates and increase annually as costs increase.</li> </ul>	<ul style="list-style-type: none"> <li>The company would recommend fees and charges to Council after reviewing business model and agreed business result and set fees and charges based on market rate and cost of service.</li> <li>This model can provide concessional use to community users and sets some user fees higher to compensate.</li> </ul>	<ul style="list-style-type: none"> <li>Lessee usually can set all charges.</li> </ul>
Alignment to Council objectives and achievement of agreed outcomes	<ul style="list-style-type: none"> <li>Strong alignment to Council objectives through internal inter-departmental planning.</li> <li>Corporate Reporting systems will capture performance against KPI's.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment to Council objectives reached via Contractor aligning business plan with Council Strategies. Requires the Contractual KPI's to be aligned with objectives and sound ongoing contract management practices.</li> <li>Strong Contract Management practices required to monitor contractor achievement against KPI's.</li> </ul>	<ul style="list-style-type: none"> <li>The company aligns its Strategic and Business Plan to Council objectives that are set out in the Management Services Agreement.</li> <li>Sound management practises required to monitor company performance against Strategic and Annual Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment to Council objectives reached via Lessee aligning business plan with Council Strategies. Requires the Contractual KPI's to be aligned with objectives and sound ongoing contract management practices.</li> <li>Strong Contract Management practices required to monitor contractor achievement against KPI's.</li> </ul>
Operating Hours	<ul style="list-style-type: none"> <li>Operating hours set to ensure community access as a priority.</li> <li>May not be set around economic staffing model.</li> </ul>	<ul style="list-style-type: none"> <li>Will want to negotiate on reduced operating hours to reduce staff salaries.</li> <li>Priority will be to minimise salaries and not community access unless contract specifies operating hours.</li> </ul>	<ul style="list-style-type: none"> <li>Would set operating hours around when reasonable numbers of users will attend.</li> <li>This model will monitor usage and change operating hours to reflect when customers use the facility.</li> </ul>	<ul style="list-style-type: none"> <li>Will want to negotiate on reduced operating hours to reduce staff salaries.</li> <li>Priority will be to minimise salaries and not community access unless contract specifies operating hours.</li> </ul>
Participation outcomes	<ul style="list-style-type: none"> <li>Usage sometimes may not be a primary business indicator measurement.</li> <li>Need to set annual targets by each activity and monitor performance.</li> <li>Customer focused management monitors usage and revenue.</li> </ul>	<ul style="list-style-type: none"> <li>Usage targets are a key to raising predicted revenue and usually linked to marketing plan and regular budget reviews.</li> </ul>	<ul style="list-style-type: none"> <li>Usage forms a key business indicator to meet budget.</li> <li>Very customer focused to continually grow usage and beat targets.</li> <li>Provides incentives to management to achieve above budget usage results.</li> </ul>	<ul style="list-style-type: none"> <li>Usage targets are a key to raising predicted revenue and usually linked to marketing plan and regular budget reviews. Sporting Associations/Clubs may have an unconscious bias to promoting growth in their sport ahead of other sports.</li> </ul>
Social and community use (e.g., gender equity, diversity, inclusion)	<ul style="list-style-type: none"> <li>Linked to Council strategies and may benefit from Council officers' expertise in these spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Some contract management companies have Diversity/Inclusion Managers in their senior leadership teams. Contract can stipulate targets in these result areas.</li> </ul>	<ul style="list-style-type: none"> <li>Company may not have dedicated resources.</li> <li>Any management service agreement can articulate a requirement that requires gender equity and inclusion as a key priority.</li> </ul>	<ul style="list-style-type: none"> <li>Associations/Clubs may not have dedicated expertise or resources in this space. Contracts can stipulate targets in these result areas if required.</li> </ul>

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
		<ul style="list-style-type: none"> <li>Any management specification can articulate a KPI that requires gender equity and inclusion as a key priority.</li> </ul>		
Revenue Guarantee	<ul style="list-style-type: none"> <li>Will have annual revenue target set as part of budget.</li> <li>Usually, no penalties if revenue target not met.</li> </ul>	<ul style="list-style-type: none"> <li>During Covid-19, an increased number of contracts have shifted towards a non-guaranteed result</li> <li>Usually will not guarantee revenue (or net result) unless contract is performance based with penalties.</li> <li>Will usually offer best endeavours to meet revenue targets.</li> <li>Usually seek profit share if financial targets are bettered.</li> </ul>	<ul style="list-style-type: none"> <li>Must reach or exceed revenue targets to improve financial solvency.</li> <li>Must trade profitably or receive an agreed annual operating subsidy and deliver the revenue budget to this target.</li> </ul>	<ul style="list-style-type: none"> <li>Usually, will not guarantee revenue will be met unless contract is performance based with penalties.</li> <li>Will usually offer best endeavours to meet revenue targets.</li> <li>Usually seek profit share if beat financial targets.</li> </ul>
Staffing Allowances	<ul style="list-style-type: none"> <li>Staffing numbers will rely a lot on awards and rosters and associated conditions.</li> <li>Usually using LGA awards then staffing likely to be higher as rostering out of normal business hours has impacts and costs.</li> <li>Higher staff numbers tend to increase over the years.</li> </ul>	<ul style="list-style-type: none"> <li>Usually in this model this is an area where contractors will be very tight and try and minimise staffing numbers to reduce operating costs.</li> <li>Usually, contractors have their own award and pay same staff rates across weekdays and weekends and can roster staff on at any time without penalties.</li> <li>When budgets are tight contractors will reduce staff as a first initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Will generally match staffing needs to usage and industry safety requirements.</li> <li>Will monitor staffing and make regular changes.</li> <li>Will likely have local agreement or apply Fitness Industry and other Awards and have flexible rostering conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Will likely have local agreement or apply Fitness Industry/other Awards and have flexible rostering conditions.</li> <li>Usually in this model this is an area where contractors will be very tight and try and minimise staffing numbers to reduce operating costs.</li> </ul>
Staff Awards and Wages	<ul style="list-style-type: none"> <li>LGA awards tend to result in highest salaries and conditions offered to staff under this management arrangement.</li> <li>Usually have high retention of staff.</li> <li>Usually retain older and more experienced staff due to better salaries and conditions.</li> <li>A Greenfields Agreement may offer one avenue to decrease labour costs, compared to general Council EA's.</li> <li>Revisions/amendments may be required to current EBA to accommodate for all roles required to operate i.e., Lifeguards, group fitness instructors, gym staff etc.</li> <li>Council may elect to enter negotiations to create a local area work agreement for leisure and aquatic employees.</li> <li>Council Employment Awards normally include higher penalty rates, which could have a negative financial impact.</li> </ul>	<ul style="list-style-type: none"> <li>Some companies will have own award and associated conditions.</li> <li>May see higher turnover due to lower salaries and conditions.</li> <li>May see much younger staff as are prepared to work for lower hourly rates as not have a lot of industry experience.</li> <li>Will pay less per hour for most salaries so significant savings in operating budgets can be achieved.</li> <li>Council has less administrative responsibility - 3rd party takes all the Human Resources responsibility and administration costs associated with them. Staff likely to be engaged under Contractors EBA.</li> <li>A national award covers employment. Pay rates are generally lower than those of a Council's Employment Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Will base salaries on key job descriptions and use an industry standard to match duties to pay.</li> <li>Provides fair and reasonable salaries that reward and provide incentives to beat budget targets and staffing rosters.</li> <li>Reward performance with part at risk salaries linked to KPIs.</li> <li>Most staff likely to be engaged under Greenfield EBA or Fitness Industry Award.</li> <li>An EBA would need to be negotiated by the Company and approved by the Board.</li> </ul>	<ul style="list-style-type: none"> <li>Will base salaries on key job descriptions and use an industry standard to match duties to pay.</li> <li>A national award covers employment. Pay rates are generally lower than those of a Council's Employment Agreement.</li> </ul>

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
		<ul style="list-style-type: none"> <li>Ability to secure suitably qualified and experienced contractors may be difficult, especially in rural areas.</li> </ul>		
Services Cost Allowances (Note tends to be a similar cost for each option)	<ul style="list-style-type: none"> <li>Usually based on Council contract rates and unless some key services are treated as a cost of business.</li> </ul>	<ul style="list-style-type: none"> <li>Usually based on contracted rates and unless a key requirement service treated as a cost.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring to reduce cost of services and to ensure most efficient models are in place.</li> </ul>	<ul style="list-style-type: none"> <li>Usually based on contracted rates and unless a key requirement service treated as a cost.</li> </ul>
Maintenance and asset management	<ul style="list-style-type: none"> <li>Will be dependent upon Council policy and practices for asset maintenance.</li> <li>Sometimes when budgets are done annually maintenance can be cut.</li> <li>Quality and management control over maintenance and asset management.</li> </ul>	<ul style="list-style-type: none"> <li>Unless prescriptive contract maintenance will be minimised as not their facility and can make savings in this area.</li> <li>When budgets are tight this is the area, they will not invest funds to.</li> <li>Hardest area to monitor in the business and many contracts fail as management does not invest in maintaining the asset.</li> </ul>	<ul style="list-style-type: none"> <li>Would operate under an approved asset management plan.</li> <li>Contributions to maintenance and asset renewal from current operating budgets and possibly future operating surpluses.</li> <li>Budget requirements should be set out in an Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Unless prescriptive contract maintenance will be minimised as not their facility and can make savings in this area.</li> <li>When budgets are tight this is the area, they will not invest funds to.</li> <li>Hardest area to monitor in the business and many contracts fail as management does not invest in maintaining the asset.</li> </ul>
Management/ Administration	<ul style="list-style-type: none"> <li>Usually obliged to take internal council administration and financial services which may be at a high cost.</li> </ul>	<ul style="list-style-type: none"> <li>Will usually use a head office low-cost sharing model for management/administration.</li> <li>Usually, will charge an external office overhead cost for these services and this is hard to monitor against actual costs.</li> <li>Corporate overheads usually charged as a % of turnover.</li> </ul>	<ul style="list-style-type: none"> <li>Would set up cost effective services to meet business needs which could include contracting Council Services.</li> </ul>	<ul style="list-style-type: none"> <li>Would set up cost effective services to meet business needs. The Association/Club will be responsible for meeting all business and legal responsibilities.</li> </ul>
Business Results Guarantees	<ul style="list-style-type: none"> <li>Usually, no guarantee provided on annual business results or performance apart from normal Council checks and balances and audit requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Most contracts are not guaranteed against performance and the company will not enter at risk levels of financial performance.</li> <li>Councils need to specify guarantees to hold company to performance.</li> </ul>	<ul style="list-style-type: none"> <li>Would guarantee performance as part of its statement of intent.</li> </ul>	<ul style="list-style-type: none"> <li>Most contracts are not guaranteed against performance and the Association/Club will not enter at risk levels of financial performance.</li> <li>Councils need to specify guarantees to hold Association/Club to performance.</li> </ul>
Risk if Business Fails	<ul style="list-style-type: none"> <li>Treated like any part of business as part of annual operational budget.</li> </ul>	<ul style="list-style-type: none"> <li>Come back to Council for bail out/renege.</li> <li>History of three major companies going into receivership in last 15 years so need ongoing monitoring of company financial health.</li> </ul>	<ul style="list-style-type: none"> <li>Usually falls back on Council unless specified in agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Come back to Council for bail out/renege.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Council's HR would run recruitment and employ staff under Council EBA.</li> <li>Increase in FTE employees which increases Council's management of servicing those employees.</li> <li>Implications for associated Council departments to assist in ongoing administration or management of Payroll,</li> </ul>	<ul style="list-style-type: none"> <li>External Management company would recruit staff who would be employed by their company.</li> <li>Industry knowledge gained through managing other sites enables the contractor to draw on staff knowledge and benchmark data.</li> </ul>	<ul style="list-style-type: none"> <li>Enables a purpose-designed industry employment agreement for staff or employment under the Modern Fitness Award.</li> <li>Flexible staffing across the facilities and a reward and recognition system linked to the achievement of key performance indicators (KPIs) for the role.</li> </ul>	<ul style="list-style-type: none"> <li>Sport Association/Club will recruit staff who would be employed by their organisation.</li> <li>May not have ready access to all aspects of business management expertise including but not limited to Finance, OHS/Risk, HR, IT, Marketing, AP/AR.</li> </ul>

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
	<ul style="list-style-type: none"> <li>IT, Finance, AP, AR, Comms and Marketing, OHS and Risk, HR etc.</li> <li>Future potential to share staff across multiple facilities and Council services.</li> </ul>	<ul style="list-style-type: none"> <li>A career path potentially available for all staff through a broad organisation means the best staff in the industry are attracted and retained.</li> <li>Ability to draw on staff as required ensuring the facility operates with the best systems and staffing.</li> </ul>	<ul style="list-style-type: none"> <li>Pay rates are market driven and/or generally lower than those of Council's Employment Agreement.</li> <li>The Board is recruited by Council (as per Constitution), and Company employees are all recruited by the Company.</li> </ul>	
Relationship with Council	<ul style="list-style-type: none"> <li>Direct access to Council's internal services (e.g., HR, finance, asset and building services, insurances, etc).</li> <li>This may increase costs if the capacity of resources is currently limited, additional FTE may be required in some current team structures.</li> <li>Council aligns the Leisure Strategic and Annual Business Plans to Council objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Relationship defined by management specification of the contract. Relationship mostly occurs between Facility Manager and Contract Manager.</li> <li>Council requires the External Contract Manager to deliver services and programs consistent with Council objectives. Overseen by Contract Manager.</li> </ul>	<ul style="list-style-type: none"> <li>The relationship is defined by the Constitution and Management Services Agreement. The relationship mostly occurs between the Company CEO and Council CEO/Director with additional meetings with Board Chair, Company CEO and Councillors and Council's Executive Team.</li> <li>Council appoints and removes Director's as per Constitution.</li> <li>Contact between Council and Company officers to solve joint operational issues and matters.</li> <li>The Company works for Council, not for the benefit of a private, profit-driven company. It is wholly owned by Council.</li> <li>Strategic Plan must be approved by Council. Annual plans and budgets agreed by Council.</li> <li>Retains strong control and alignment with community needs.</li> <li>Management Services Agreement contains register of relevant Council Policy to guide operations.</li> </ul>	<ul style="list-style-type: none"> <li>Relationship defined by the lease. Relationship mostly occurs between Facility Manager and Contract Manager.</li> </ul>
Governance and Compliance	<ul style="list-style-type: none"> <li>Required to develop all operational procedures and documentation (possibly from scratch), which could be costly and time and labour intensive.</li> <li>Council will be responsible for administrative support services such as finance, marketing, human resources.</li> <li>Red tape and Council policies may limit service delivery and innovation and capacity to operate in the highly competitive leisure services industry (e.g., usage and access to social media,</li> </ul>	<ul style="list-style-type: none"> <li>Council may have minimal control over day-to-day operations depending on contract structure.</li> <li>Compliance obligations set out in Contract.</li> </ul>	<ul style="list-style-type: none"> <li>May create an extra level of reporting between the Company Limited by Guarantee and Council.</li> <li>Required to develop all operational procedures and documentation (possibly from scratch), which Council will need to fund.</li> <li>Required to comply with all statutory obligations including the Corporations Act.</li> <li>Company will usually have its own internal and external auditors to oversee audit program and EOY financials.</li> </ul>	<ul style="list-style-type: none"> <li>Council may have minimal control over day-to-day operations depending on lease structure.</li> <li>Compliance obligations set out in lease.</li> </ul>

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
	<p>responding to market trends and issues in a timely manner, etc).</p> <ul style="list-style-type: none"> <li>Council must comply with all statutory obligations.</li> </ul>			
OHS & Risk	<ul style="list-style-type: none"> <li>Operational risks rest with Council. OHS also managed by Council.</li> </ul>	<ul style="list-style-type: none"> <li>External Management company would manage, and risks are shared with Council.</li> </ul>	<ul style="list-style-type: none"> <li>The Company manages Strategic and Operational risks and is responsible for OHS management systems. Ultimately, Council may be joined to any serious risk claims.</li> </ul>	<ul style="list-style-type: none"> <li>Lessee would manage, and risks are shared with Council.</li> </ul>
Facility Performance Management (Key Performance Indicators)	<ul style="list-style-type: none"> <li>Usually form part of Council's Corporate Information database and organisational performance reporting systems.</li> <li>KPI's set by Facility Manager and agreed by supervisor(s).</li> <li>KPI's reported by Facility Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Can be outlined in Management specification. Agreed between Council and Facility Manager and reported to Council by Facility Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Requirement to set annual KPI's described in Management Services Agreement.</li> <li>KPI's set annually in consultation with Council.</li> <li>KPI's reported quarterly to Council officers and presented twice yearly to Councillors by CEO and Board Chair.</li> </ul>	<ul style="list-style-type: none"> <li>Can be outlined in lease. Agreed between Council and Facility Manager and reported to Council by Facility Manager.</li> </ul>
Financial performance	<ul style="list-style-type: none"> <li>Retention of total net return from facility operations.</li> <li>Financial stability of operations under Council management.</li> <li>Responsible for operating costs and unforeseen deficits.</li> </ul>	<ul style="list-style-type: none"> <li>Contract can be structured so that if financial performance falls short of budget projections the contractor is liable for the loss. Where an operational surplus is realised, a profit share arrangement can be included.</li> <li>Financial stability of contract management company (e.g., RANS) and the financial/public relations costs because of collapse of company.</li> <li>Council is usually required to pay a management fee as well as other administration fees.</li> </ul>	<ul style="list-style-type: none"> <li>Allows for a commercial approach to management and operating structure, including the ability to have a pricing strategy with commercial and concession rates.</li> <li>Funding from Council is fixed each financial year according to the operational budget developed by the Company.</li> <li>Any fluctuations in trade need to be met by the Company Limited by Guarantee.</li> <li>Council may need to provide a letter of comfort for the Company for its creditors in the first few years.</li> <li>Any surplus can be returned to Council as a dividend.</li> </ul>	<ul style="list-style-type: none"> <li>Lease can be structured so that if financial performance falls short of budget projections the contractor is liable for the loss. Where an operational surplus is realised, a profit share arrangement can be included.</li> <li>Sports Associations may want to discuss financial arrangement including peppercorn rentals and/or leases with inclusions and exclusions (maintenance, cleaning etc).</li> </ul>
Appointment of Centre manager/CEO	<ul style="list-style-type: none"> <li>Council controlled and managed through current resources.</li> </ul>	<ul style="list-style-type: none"> <li>External Management organisation would manage the recruitment process. Council could influence appointment by writing into the specification a requirement to be part of the recruitment panel/process.</li> </ul>	<ul style="list-style-type: none"> <li>Company would manage the recruitment process. Council could influence appointment by writing into the Management Services Agreement a requirement to be part of the recruitment panel/process or that the proposed CEO present to Council.</li> </ul>	<ul style="list-style-type: none"> <li>Sports Association/Club would manage the recruitment process. Council could influence appointment by writing into the specification a requirement to be part of the recruitment panel/process.</li> </ul>

Business Issue	Internal Management	External Contract Management	Company Limited by Guarantee	Lease
Branding	<ul style="list-style-type: none"> <li>Ability to cross promote with other Council activities and services and to use services and programs as marketing tools for other Council departments.</li> <li>Sole community recognition as a Council facility and service.</li> </ul>	<ul style="list-style-type: none"> <li>Set out in contract and agreed on with the Contract Manager to adhere to brand guidelines. Compliance is managed by contract manager.</li> <li>Community recognition of Council's delivery of services and facilities may get diluted in the contractor's branding.</li> </ul>	<ul style="list-style-type: none"> <li>Set out in Management Services Agreement that the Company must adhere to visual style guide. Compliance usually overseen by Council representative.</li> </ul>	<ul style="list-style-type: none"> <li>Set out in lease and agreed on with the Contract Manager to adhere to brand guidelines. Compliance is managed by contract manager.</li> <li>Community recognition of Council's delivery of services and facilities may get diluted in the contractor's branding.</li> </ul>
Delivering program and services at the facility	<ul style="list-style-type: none"> <li>Total and sole management control of the facility, services, programs and maintenance.</li> <li>Sole community recognition as a Council facility and service.</li> <li>Quality control over programming and delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Depending on contract structure the contractor may have greater freedom to deliver improvements in operational efficiencies and to adopt a more commercial approach.</li> <li>Reciprocal usage agreements for members are easier to deliver if all facilities are managed by same organisation.</li> <li>May be reduced social / community benefit - contractor may only offer profitable programs and services and may disregard the social needs of the broader community.</li> </ul>	<ul style="list-style-type: none"> <li>Can offer broad range of programs and services to users.</li> <li>Can operate with complete flexibility to meet Council's service and programming objectives and maintain commercial competitiveness in an open market.</li> </ul>	<ul style="list-style-type: none"> <li>Depending on contract structure the Sports Association/Club may have greater freedom to deliver improvements in operational efficiencies and to adopt a more commercial approach.</li> <li>Reciprocal usage agreements for members are easier to deliver if all facilities are managed by same organisation.</li> <li>May be reduced social / community benefit – Lessee may only offer profitable programs and services and may disregard the social needs of the broader community.</li> </ul>
Stakeholder management (Clubs and associations)	<ul style="list-style-type: none"> <li>Management by Council consistent with existing Council policy.</li> </ul>	<ul style="list-style-type: none"> <li>Reciprocal usage agreements for members and clubs are easier to deliver if all facilities are managed by same organisation.</li> <li>Some contract management company's value adds to the community above their contracted responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Managed by the Company in a consistent manner with Council objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Sporting Association/Club will manage all stakeholders in a consistent manner with Council objectives. Perception of bias by other sports possible.</li> </ul>
Customer Experience and Service Quality	<ul style="list-style-type: none"> <li>Managed by Facility management and reported to Council. Council is responsible for resolution.</li> </ul>	<ul style="list-style-type: none"> <li>Managed by External Management Company. Reported to council but resolved by External Management Company.</li> </ul>	<ul style="list-style-type: none"> <li>Managed by the Company. Reported to council but resolved by Company.</li> </ul>	<ul style="list-style-type: none"> <li>Managed by Sporting Association/Club. Reported to council but resolved by Sporting Association/Club.</li> </ul>

### 13.2.1 Implications for management of a regional sports facility

The information in the table above provides a general comparison overview of the leading management approaches. Many of these factors will be determined by the management contract specification, how prescriptive it is regarding business performance and guaranteed results as well as the market conditions and competitiveness of the bid.

For some facilities the traditional direct employment of staff under LGA awards and conditions does not suit this industry because of the need for longer operating hours per day and the need to work on weekends and public holidays. LGA awards, in general, do not suit these facilities because they set conditions such as operating hours normally as weekdays 8.00am to 6.00pm and outside of these hours and days penalty rates may apply. In most leisure centres, more than 50% of normal operating hours occur when penalty rates apply.

Contract management companies have not had to apply the LGA awards to their staffing as they can apply and set up a local award that recognises out of hours and weekend work as a normal part of the industry. Many management contractors have therefore been able to pay lower salary rates to employees and initially, this was a major reason to move to contract management for some LGAs.

As salaries and award conditions have continued to increase over the years, the gap in the cost of staff has also increased. Some LGA's have been able to modify their local area agreements to reflect these industry-specific issues, whilst others that wanted to maintain ownership and control have developed the internal company model. The appointed company owned by the LGA sets up the facilities and can develop their own award and conditions or employ under the Fitness Industry Award, which has similar conditions to contract management companies.

It should be noted that the number of companies in the marketplace with the capability to manage and operate specialist facilities is now increasing. This positively impacts the number of bids received for management tenders and assists with the competitiveness of the tender offers.

Recognising the high cost of labour for the traditional internal management model and lack of flexibility operating under LGA awards, the industry is broadly moving towards managing these constraints by either:

- Establishing restructured internal management teams that operate under a newly negotiated 'industry appropriate' enterprise agreements. This allows Council to negotiate a new EA with market competitive salaries and conditions (i.e., lower salaries and wages) enabling the internal model to become more financially competitive with both the external contract and company limited by guarantee models.
- Operating under the contract management model.
- Setting up the new internal management company model (company limited by guarantee).

Moving to a Company model requires ongoing effort by both parties to maintain and develop relationships between the Board and Council. With a change in Councillors every four years and Board turnover it is imperative that both parties continue to invest in the relationship and communicate openly to maximise outcomes.

The in-house model retains high levels of control for Council and, as an in-house business unit, aligns strongly with Council's strategic direction and objectives. This model will come with higher risk to Council and generally with higher labour costs.

## 14. Funding Strategy

The provision of sport and active recreation infrastructure is defined in several Government policy documents and operational frameworks. Funding for the construction and ongoing operational cost of sport and recreation facilities is derived from both government and private sources. From a government perspective, the cost of sport and active recreation facilities is justified by the outcomes delivered – social capital, community development, economic impact, employment, health and education outcomes and tourism.

Government funding of public access sports facilities in Australia generally comes from departments/agencies overseeing infrastructure. Depending upon location, funding may be supported by either urban or regional planning strategies.

Grants from either state and/or federal governments to local government authorities focus on infrastructure and economic development but may be justified as having multiple community benefits – public health, community development, employment, tourism, education, etc. Facility planning may be linked to sport and active recreation programming since the delivery of programs may require an investment in facilities.

Each State/Territory generally has three streams of sport/recreation facility planning:

1. A major sports facility strategy that aligns with other policy areas (employment, tourism, transportation, etc.)
2. Departments of Education prioritise facility plans as part of capital investment in schools, and
3. Departments of Sport and Recreation have funding programs/strategies to help Local Government authorities or State Sporting Organisations to develop facilities.

The table below summarises Government funding opportunities and provides an estimated likelihood of application success.

Table 26: Funding Program Opportunities

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed (Regional and Rural Victoria)	Commercial/Private Investment	Likelihood of Success Low/Med/High	Past Recipients
<b>Local Sports Infrastructure Fund - Indoor Stadiums/Aquatic Facilities</b>	VIC	<ul style="list-style-type: none"> <li>1 application only per LGA</li> <li>Maximum total grant amount per applicant up to \$2,500,000</li> <li>Open May 2022</li> <li>Closing 12 July 2022</li> </ul>	<ul style="list-style-type: none"> <li>Only for Indoor Stadiums/ Multi Sports Courts/Aquatic Leisure Centres</li> <li>Successful projects will need to commence construction within six (6) months of executing a funding agreement.</li> </ul>	SRV= \$1 Local = \$1	NA	High	<a href="https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx">https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx</a>
<b>Local Sports Infrastructure Fund - Female Friendly Facilities</b>	VIC	<ul style="list-style-type: none"> <li>Unlimited applications up to \$1,000,000 per LGA</li> <li>Maximum total grant amount per applicant up to \$1,000,000</li> <li>Open May 2022</li> <li>Closing 12 July 2022</li> </ul>	<ul style="list-style-type: none"> <li>Building new or redeveloping/refurbishing existing change rooms.</li> <li>Installing new or redeveloping existing sports lighting.</li> <li>Building new or redeveloping existing sports fields.</li> <li>Building new or redeveloping existing multi-sport courts.</li> <li>Building new or redeveloping existing pavilions.</li> <li>Applications that do not sufficiently demonstrate existing female participation are not eligible for funding from this stream.</li> </ul>	SRV= \$3 Local = \$1	NA	High	<a href="https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx">https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx</a>
<b>Local Sports Infrastructure Fund - Community Facilities</b>	VIC	<ul style="list-style-type: none"> <li>Unlimited applications up to \$600,000 per LGA</li> <li>Maximum total grant amount per applicant up to \$300,000</li> <li>Open May 2022</li> <li>Closing 12 July 2022</li> </ul>	<ul style="list-style-type: none"> <li>Building new or redeveloping/refurbishing existing change rooms.</li> <li>Building new or redeveloping existing multi-sport courts.</li> <li>Building new or redeveloping existing sports fields.</li> <li>Active recreation</li> <li>Installing new or redeveloping existing sports lighting.</li> <li>Outdoor seasonal parks</li> <li>BMX, Skate Parks</li> <li>Scoreboards</li> <li>Fixed Equipment</li> </ul>	SRV= \$3 Local = \$1	NA	High	<a href="https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx">https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx</a>
<b>Local Sports Infrastructure Fund - Community Sports Lighting</b>	VIC	<ul style="list-style-type: none"> <li>Unlimited applications up to \$250,000 per LGA</li> <li>Maximum total grant amount per applicant up to \$250,000</li> <li>Open May 2022</li> <li>Closing 12 July 2022</li> </ul>	<ul style="list-style-type: none"> <li>Installing new or redeveloping existing sports lighting.</li> </ul>	SRV= \$3 Local = \$1	NA	High	<a href="https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx">https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx</a>
<b>Local Sports Infrastructure Fund – Planning</b>	VIC	<ul style="list-style-type: none"> <li>Up to 2</li> <li>1 Facility or 1 Municipal and 1 Regional</li> <li>\$30,000 (Facility) \$40,000 (Municipal) \$50,000 (Regional)</li> <li>Open May 2022</li> <li>Closing 12 July 2022</li> </ul>	<ul style="list-style-type: none"> <li>FACILITY: Facility planning documents supporting shovel readiness e.g., Schematic plans, Quantity Surveyor estimates and Geo-tech investigations</li> <li>MUNICIPAL: Recreation and leisure strategies Facility feasibility planning Master planning for 3+ sites</li> <li>REGIONAL: Specific sport Strategic planning Active recreation plans</li> </ul>	SRV= \$3 Local = \$1	NA	High	<a href="https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx">https://sport.vic.gov.au/data/assets/word_doc/0028/186049/2021-22-LSIF-Successful-Applications-Website-Version.docx</a>

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed (Regional and Rural Victoria)	Commercial/Private Investment	Likelihood of Success Low/Med/High	Past Recipients
<b>Growing Regions Fund</b>	Federal	<i>2022/23 Information not yet released</i>	<ul style="list-style-type: none"> <li>This will help drive regional economic prosperity by providing access to funding for capital works for community and economic infrastructure across our rural and regional areas.</li> <li>Information on program guidelines, eligibility criteria and the application process will be provided in due course.</li> </ul>	TBA	TBA	TBA	<a href="https://www.infrastructure.gov.au/territories-regions-cities/regional-australia/growing-regions-program">https://www.infrastructure.gov.au/territories-regions-cities/regional-australia/growing-regions-program</a>
<b>Community Sport Infrastructure</b>	Federal	\$500,000 <i>New government to advise program.</i>	2022/23 Information not yet released	TBA	TBA	TBA	<a href="https://www.sportaus.gov.au/grants-and-funding/community-sport-infrastructure-grant-program">https://www.sportaus.gov.au/grants-and-funding/community-sport-infrastructure-grant-program</a>
<b>Business Recovery Energy Efficiency Fund (BREEF) Capital Works Grant</b>	VIC	\$24M in total, projects under \$2M will be considered favourably Program currently closed	<ul style="list-style-type: none"> <li>Operate in Victoria.</li> <li>Have an Australian Business Number (ABN).</li> <li>Have a site using over 40 megawatt-hours (MWh) of electricity or over one terajoule (TJ) of gas per year, demonstrated by 12 months' worth of energy bills or meter data, or evidence from their energy provider, representing pre-COVID-19 usage.</li> <li>Next round of funding details not yet released</li> </ul>	Purchase and Installation of energy efficiency equipment ready to commence after contract execution	NA	High	<a href="https://www.victorianenergy.saver.vic.gov.au/energy-advice-for-business/business-recovery-energy-efficiency-fund">https://www.victorianenergy.saver.vic.gov.au/energy-advice-for-business/business-recovery-energy-efficiency-fund</a>
<b>Advancing Renewables Program (ARP)</b>	Federal	Grants awarded to Activities under the Program are expected to be between \$100,000 and \$50 million.	<ul style="list-style-type: none"> <li>ARP is currently continuously open</li> <li>Merit Criterion A – how well does the Activity contribute towards the Program Outcomes</li> <li>Merit Criterion B – assesses the capability and capacity of the applicant and activity partners to deliver the activity</li> <li>Merit Criterion C -how well is the activity designed and articulated, risks assessed and compliance with program requirements</li> <li>Merit Criterion D – what is the applicants financial capacity to deliver the activity, is the activity commercially viable without funding, what are the total costs</li> <li>Merit Criterion E – the value of the knowledge generated by the activity, how well that knowledge is targeted to specific audiences, how the applicant will capture, store, and disseminate the data, information, and lessons learned from the activity.</li> </ul>	Applicants typically expected to at least match the funding	N/A	Med	<a href="https://arena.gov.au/funding/advancing-renewables-program/">https://arena.gov.au/funding/advancing-renewables-program/</a>

## Notes:

1. Additional “one-off” grant and funding opportunities may be introduced by Governments in the future
2. Pending election results, program names, funding limits, criteria and program structure may change in the future

## 14.1 Benchmarking and Case Studies

Over the past 12 years, there has been an increasing trend towards partnership funding between various levels of government (local, state and federal) to share the cost of the development of such capital-intensive facilities. There are now several precedents where either state or federal governments or both have provided differing levels of funding support for the development of aquatic and leisure facilities and indoor stadiums. These funding contributions are based on the development's capacity to contribute to increased local and regional employment, significant economic and social benefits, and facility users' ongoing health and activity benefits.

Recently, there have been significant improvements through the construction of environmentally sustainable facilities replacing older facilities that require high energy usage and produce large carbon-footprints.

Examples of some Victoria Sport and Recreation facility funding mix options are detailed in the following table.

**Table 27: Victorian Aquatic Leisure Centre Funding Mix**

Year	Local Government Area	Facility	Project Value	Local Government Funding	Federal Government Funding	State Government Funding
2018	City of Greater Bendigo	Gurri Wanyarra Wellbeing Centre	\$35.0M	\$14.155M	\$4.885M	\$15.0M
2018		Indoor Stadium	\$23.6M	\$18.6 (Council and stadium management)		\$5M
2018	Mornington Shire Council	Rosebud Aquatic Leisure Centre	\$49.0M	\$39.0M	\$5.0M	\$5.0M (interest free loan)
2018	Latrobe Council	Gippsland Regional Aquatic Centre	\$54.0M	\$0M	\$0M	\$54M (\$46M grant and \$8M interest free loan)
2020		Gippsland Regional Indoor Sports Stadium	\$19M		\$2M	\$17M La Trobe Valley Authority
2019#	City of Brimbank	Brimbank Aquatic and Wellness Centre	\$55.1M		\$1.53M towards an integrated renewable energy system, through the Australian Renewable Energy Agency's (ARENA) Advancing Renewables Program	\$2M grant
2019#	City of Darebin	Northcote Aquatic and Recreation Centre	\$63.5M	\$53.5M	Nil	\$10M loan via Community Sports and Infrastructure Scheme
2021		Narrandjeri Indoor Stadium	\$34M	\$31M		\$3M
2019	City of Boroondara	Kew Recreation Centre	\$75M	\$73M	Nil	\$2M (Local Sports Infrastructure Fund)
2021/2022	City of Ballarat	Ballarat Sports and Events Centre Indoor Stadium Redevelopment	\$24	\$5M	\$10	\$9M

Year	Local Government Area	Facility	Project Value	Local Government Funding	Federal Government Funding	State Government Funding
2020/2022#	Macedon Ranges Shire	Macedon Ranges Regional Sports Precinct	Stage 1 \$25.8	\$10.9M		\$11.6M SRV \$3.2M Growing Suburbs \$100K AFL Victoria
			Stage 2 \$15M		\$15M	
2020	Surf Coast Shire Council	Wurdi Baierr Indoor Stadium	413.5	\$5.5	\$5M	\$3M
2021#		Surf Coast Aquatic and Health Centre	\$39.25M	\$5.25M	\$20.0M	\$14.0M (\$10M pledge and \$4M Growing Suburbs Fund)

Note # Project still in design or construction phase.

## 14.2 Summary Benchmarking

The following summarises key elements required to maximise the likelihood of securing external funding support for the implementation of the Wimmera Regional Multi-Sports Precinct Plan and other facility upgrades:

- Detailed evidence-based feasibility study that identifies the need, benefits, impacts and outcomes
- Cohesive partnership between the community, council, and other levels of government with all parties understanding the key drivers and agreed outcomes
- Capacity for the project to contribute to the economic growth of the wider region
- Capacity for the project to improve on the financial and environmental sustainability of the either existing or proposed new facilities
- Alignment of the project to Council Strategic Plans
- Alignment of project to State and Federal Governments priorities e.g.
  - Drives economic growth
  - Builds stronger regional communities into the future.
  - Responds to demand for new or increased participation opportunities
  - Improves diversity and inclusion by increasing participation by disadvantaged communities and under-represented groups identified in *Active Victoria*.

## 15. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

# Appendix 1: Site Assessment

## WIMMERA REGIONAL MULTI-SPORT PRECINCT - SITE ASSESSMENT TOOL

### DISTRIBUTED PRECINCTS MODEL

Detailed Site Criteria	Site 1 Jenkinson Avenue Site		Site 2 Remlaw & Natimuk Road		Site 3 Racecourse Reserve Site		Site 4 South of Police Paddock		Site 5 South of the River Site		Site 6 Showgrounds		Site 7 Haven Recreation Reserve Distributed Model Only		Site 8 Dudley W Conell Reserve Distributed Model Only		Site 9 Vehadrome Site Distributed Model Only		Site 10 Dimboola Road Site Distributed Model Only	
	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments	Score	Comments
<b>Phase 1 – Suitability of site for facility development</b>																				
1. Location to Catchment Population	7	Close proximity to Horsham West residential areas and 3km from CBD. On the fringe of town, no intention at this stage to rezone land to residential but it is a long term growth area option identified in Horsham Framework Plan and ideal as it is in one land ownership	7	Close proximity to Horsham West residential areas and 2.7km to CBD	8	Prominent central location and 1km to CBD. Flooding considerations. Will be captured by a special Building Overlay	7	Close proximity to Horsham North residential areas and 2.4km to CBD. Subject to a possible rezoning to facilitate housing and a tourism / solar farm facility. A consolidated sports facility would utilise much of the site. Possibly a willing land owner. Also need to be mindful of the existing property in the far west corner of the site.	7	Close proximity to Horsham South residential areas and 3km to CBD. Growing community facilitated through Horsham South Structure Plan. The Structure plan could nominate land for a sports precinct (consolidated or distributed) and be implemented into the scheme. Possibility to carefully consider interface requirements for future surrounding housing through upgrades to Plumpton Road and the intersection would be required.	8	Prime central location and 0.5km to CBD. Flooding considerations and a mix of land ownership arrangements. Agricultural Society land not available for use. Long term crown land lease in place with Greyhound Racing Club.	6	Good proximity to Horsham South and Haven residential areas and 4.5km to CBD. Growing community facilitated through Horsham South Structure Plan. The Structure plan could nominate land for a sports precinct (consolidated or distributed) and be implemented into the scheme. Possibility to carefully consider interface requirements for future surrounding housing through upgrades to Plumpton Road and the intersection would be required.	7	Close proximity to Horsham North residential areas and 1.7km to CBD	8	Close proximity to Horsham North residential areas and 1.7km to CBD	8	Close proximity to Horsham College and Horsham West residential areas and 1.3km to CBD
2. Size of Site Meets Development Requirements	8	(Site is 152.30ha) Need advice on planning progress	2	(Site is 52.81ha) Need advice on planning progress. Already has an approved planning permit. No land available	2	(Site is 32.32ha) Requires relocation of racecourse	8	(Site is 49ha) Need advice on planning progress	8	(Site is 65.51ha) Need advice on planning progress	2	(Site is 14.74ha) Needs relocation of greyhound track	6	Site too small for large sports precinct but may cater for regional tennis, soccer and shared pavilion	4	Site too small for large sports precinct but may support cricket and soccer more effectively if athletics is relocated	6	Site too small for large sports precinct but may cater for Indoor Stadium and Outdoor Netball Courts	6	Site too small for large sports precinct but may cater for Indoor Stadium and Outdoor Netball Courts
3. Public and Active Transport Access	4	Possible future connection	4	Possible future connection	6	Within proximity of Bus Service	4	Possible future connection	4	Possible future connection	8	Within walking distance of bus service	4	Possible future connection	8	Within walking distance of bus service	8	Within walking distance of bus service	8	Within walking distance of bus service
4. High Visibility / Prominent Site	7	Access to Major arterial Dimboola Road	6	Access off Natimuk Road	8	Access to major arterial Wimmera Hwy, close to CBD	8	Access to major arterial Wimmera Hwy	4	Access via secondary street	8	Access to major arterial Western Hwy, close to CBD	5	Access via major arterial but not in major population area	2	Access via secondary street and C231	8	Access to major arterial Western Hwy, close to CBD	8	Access to major arterial Dimboola Road, close to CBD
5. Land Suitability	8	No known history of contamination, low neighbourhood amenity impact.	4	No known history of contamination, high neighbourhood amenity impact.	6	No known history of contamination, low neighbourhood amenity impact. Significant wetlands area in the middle of the site.	8	No known history of contamination, low neighbourhood amenity impact.	6	No known history of contamination, low neighbourhood amenity impact. Flood overlay impacts a significant portion of the site.	6	No known history of contamination, low neighbourhood amenity impact. Flood overlay impacts a significant portion of the site (only excludes the greyhound track).	8	No known history of contamination, low neighbourhood amenity impact.	6	No known history of contamination, high neighbourhood amenity impact.	4	History of contamination for part of the site, moderate neighbourhood amenity impact. Flood and LSI overlay challenges. Highly reactive soil.	6	No known history of contamination, moderate neighbourhood amenity impact.

6. Transformative / Place – contribution to the local area	8	New sports precinct within growth area. Identified as a future potential growth area. Housing Strategy to determine but there is a preference for infill.	8	New sports precinct within growth area	2	Would need to displace the race track and relocate at significant capital cost	8	New sports precinct within growth area. This would bring substantial community benefit (even a distributed model using this location). Residents are seeking investment in their Horsham North neighbourhood. There would be considerable support for this location from the community	8	New sports precinct within growth area	2	Would need to displace the race track and relocate at significant capital cost, 21 year lease renewal recently awarded	8	Add regionally significant sports facilities to an existing sports precinct	6	Existing sports precinct however would need to displace existing uses	6	Existing sports precinct however would need to displace existing cycling use	7	Existing sports precinct however would need to displace existing oval users
7. Transformative / People - contributes to the wide engagement of people.	8	Contributes new sports users, visits and events	4	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	2	Contributes new sports users, visits and events. However at the cost of removing the racecourse events from the CBD	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential area	2	Contributes new sports users, visits and events. However at the cost of removing the showgrounds/ greyhounds events from the CBD	8	Contributes new sports users, visits and events. However it is outside of the major population area.	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential	6	Contributes new sports users, visits and events, however would have neighbourhood amenity impacts on existing residential area
8. Access to Land and Timing of Development	2	Medium to long term timeframe based on current land use planning activity. Housing strategy will investigate this site. But it has not commenced and will take 3 years from to implement. Owner is not interested in selling the land, required for farming purposes.	2	Requires significant planning and possible land purchasing to secure required land size. Owner and developer not interested in selling the land.	2	Long term, requires relocation of racecourse and likely at the cost of Council	8	Current application with Council for residential development, solar farm and horticultural business. Potential as part of distributed model for hockey. The Local Area Plan and rezoning investigations can assist with a rezoning to facilitate a sports facility.	2	Medium to long term timeframe based on current land use planning activity. Planners discussion required if viable site. The Horsham South Structure Plan will consider rezoning this land appropriately for a sports facility (consolidated or distributed). Owner is not interested in selling the land.	2	Long term, requires relocation of racecourse and likely at the cost of Council	8	Short to medium term. Council own land, existing sports precinct with open space area for potential development	4	Requires significant planning and possible land purchasing to secure required land size	8	Short to medium term. Crown land approval required, existing sports precinct	8	Short to medium term. Department of Education approval required, existing sports precinct
Stage One Result	52		37		36		57		45		38		53		43		54		57	

9. Planning/ Zoning	2	Would require rezoning for development. DDO3 overlay relating to Horsham airfield - FZ. Owner is not interested in selling or rezoning the land.	2	Significant residential development in progress. Limited space for sporting infrastructure. DDO3 overlay relating to Horsham airfield - GRZ1 and PUZ7	4	Suitable zone for development, however Racecourse would need to be relocated. DDO3 overlay relating to Horsham airfield - PPR2	4	Would require rezoning for development. Residential development planning application currently being considered. DDO3 overlay relating to Horsham airfield - GRZ1 and FZ. A high likelihood of a rezoning in the very near future. A section 173 agreement could be considered to safeguard land for a future sports facility	2	Would require rezoning for development. Horsham South Structure Plan currently in progress. DDO3 overlay relating to Horsham airfield. Partial floor overlay and development plan overlay - GRZ1, IN12 and FZ. Structure Plan is going to facilitate a rezoning in the very near future. Owner is not interested in selling the land.	4	Part of the site suitable for development. Greyhound track would need to be relocated. LSIO - Land subject to inundation overlay and flood overlay - SUZ4 and PPRZ	8	Suitable zone for development. DPO2 - Development Plan overlay rural living. Designated bushfire prone area - PUZ2, 6 & 7	8	Suitable zone for development. DDO - Design Development Overlay and DDO3 overlay relating to Horsham airfield - PPRZ	4	Suitable zone for development, however significant flood risk area. LSIO - Land subject to inundation overlay and DDO3 overlay relating to Horsham airfield - PPRZ	8	Suitable zone for development. Not development overlays. Zoned PUZ2 - education.
10. Site Services (Electrical, Water, Gas, Sewer and Storm Water)	6	M - Site services will need to be provided to the site	8	H - Site services available	8	H - Site services available	6	M - Site services will need to be provided to the site, but when development occurs. Likely shared cost of infrastructure	6	M - Site services will need to be provided to the site	8	H - Site services available	8	H - Site services available, upgrades may be required	8	H - Site services available, upgrades may be required	8	H - Site services available, upgrades may be required	8	H - Site services available, upgrades may be required
11. Site Geology (Contamination)	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	7	H - Land topography is moderately sloped but no known contamination	6	M - Flat site with no known contamination. The land adjacent to the showgrounds (stadium and velodrome area) is known to be highly reactive soil. There is also	8	H - Flat site with no known contamination	8	H - Flat site with no known contamination	6	H - Flat site with no known contamination, demolition and leveling of velodrome would be required. Highly reactive soil would need to be considered if	8	H - Flat site with no known contamination, demolition/relocation of some existing building would be required.
12. Site Access and Traffic Impacts	4	L - Site is accessible from a secondary road with no existing car parking	4	L - Site is accessible from a secondary road with no existing car parking	8	H - Site is accessible from a secondary road with some existing car parking	4	L - Site is accessible from a secondary road with no existing car parking	4	L - Site is accessible from a secondary road with no existing car parking. Road upgrades can be facilitated through structure plan. Designs are in progress for intersection upgrade	6	M - Site is adjacent to existing internal with some existing car parking	8	H - Site is accessible from a secondary road with some existing car parking	6	M - Site is adjacent to existing internal road and some existing car parking, however located within a condensed residential area	6	M - Site is adjacent to secondary road and some existing car parking. Additional car park provision would be required	6	M - Site is adjacent to main arterial road and some existing onstreet car parking. Additional car park provision would be required
13. Impact on Current Users	8	H - No current users of site	6	M - No current users of site, however significant residential development limits the use of the remaining available land	4	M - Site would require a master plan to relocate structures/ activities of Racecourse to accommodate sports precinct	8	H - No current users of site	8	H - No current users of site	4	M - Site would require a master plan to relocate structures/ activities of Grayhound Track and Showgrounds sheds to accommodate sports precinct	6	M - Site would require a master plan to accommodate expanded sports precinct. Existing school site and community hall impacts need to be considered.	6	M - Moderate impact on current users of site. Possible distributed model site only with limited users able to accommodate	4	L - Significant impact on current users of site. Possible distributed model site only with limited users able to be accommodated	6	M - Moderate impact on current users of site. Possible distributed model site only with limited users able to be accommodated
14. Neighbourhood Effects	6	M - Site is currently farming land and on the edge of town. No existing car parking available.	4	L - The site is surrounded by residential area so neighbouring effects are high	8	H - The site already experiences major sport events so neighbouring effects are low	6	M - The site is adjacent to residential and industrial areas so neighbouring effects are high, future residential growth planned. A future DDO	6	M - The site is adjacent to residential and industrial areas so neighbouring effects are high, future residential growth planned. There is a growing community in Horsham South, the community would benefit from this	8	H - The site is within the Showgrounds and Racecourse so neighbouring effects are low	8	H - The site is already used for sport events and is adjacent to rural land so neighbouring effects are low	4	L - The site is surrounded by residential area so neighbouring effects are high	6	M - The site is surrounded by a mix of recreation assets, retail and residential so neighbouring effect are moderate	6	M - The site is surrounded by a mix of school assets and residential so neighbouring effect are moderate

15. Compatibility of Site	6	M - Located on the edge of town and adjacent to Horsham West residential growth area. Large site that provides flexibility for development	4	L - Located within a future residential precinct, disconnected from other public business areas	8	H - Already a key major sport and events destination for Horsham	4	L - Located within a future residential precinct, disconnected from other public business areas	4	M - Located within a future residential precinct, disconnected from other public business areas. Considering the feasibility of retail in this area through Horsham South. Convenience shopping.	8	H - Already a key major sport and events destination for Horsham	8	H - Already a recreation reserve and identified as a key destination node in the Horsham South Structure Plan	8	H - Already a recreation reserve and important open space area Horsham North	6	M - Already a recreation reserve and important open space area Horsham CBD, however high risk area for flood inundation. Significant engineering solutions would be required.	8	H - Already a recreation reserve and important open space area Horsham CBD
16. Site Image	6	M - Located on a major arterial but outside proximity of CBD. However adjacent to a growth area and within proximity of activity centre	6	M - Located outside proximity of CBD but central to a growth area and within proximity of activity centre	6	M - Great profile and central location within proximity of CBD, but home to Racecourse	6	M - Located outside proximity of CBD but adjacent to residential areas and within proximity of activity centre	6	M - Located outside proximity of CBD but central to a growth area and within proximity of activity centre	6	H - Great profile and adjacent to river precinct. Ideal location and within proximity of CBD but home to the Grayhound Racing Club	6	M - Located outside proximity of CBD but central to a growth area and within proximity of activity centre	6	M - Already a sports destination but location outside proximity of CBD.	8	H - Great profile and adjacent to existing sports precinct. Good location and within proximity of CBD, but velodrome would	8	H - Great profile and adjacent to Horsham College. Good location and within proximity of CBD, but some existing school buildings may need to be demolished.
17. Shared Development Opportunities	2	L - Government Funding and possible opportunities with land developer for shared infrastructure costs. However owner is not interested in selling the land.	2	L - Government Funding and possible opportunities with land developer for shared infrastructure costs. However owner is not interested in selling the land.	4	M - Possible opportunities to create a shared development and management model, but limited land to accommodate additional sport facilities.	6	H - Government Funding and possible opportunities with land developer for shared infrastructure costs. Land owner has expressed interest for hockey facilities on this site.	2	L - Government Funding and possible opportunities with land developer for shared infrastructure costs. However owner is not interested in selling the land.	4	M - Possible opportunities to create a shared development and management model, but limited land to accommodate additional sport facilities.	6	M - Government Funding	6	M - Government Funding	4	M - Government Funding, however existing users of cycling and basketball stadium not supportive of further development or displacement.	6	M - Government Funding
18. Commercial Potential of Site (Leasing and Licencing Land)	2	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity.	2	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity.	4	L - Site is a high profile location that may be attractive to commercial development. But likelihood is low.	6	M - Site is a moderate profile location. There is planning underway to have mixed development of the site	2	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity. However the owner is not interested in selling, leasing or licencing	4	L - Site is a high profile location that may be attractive to commercial development. But likelihood is low.	4	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity	4	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity	4	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity	4	L - Site is a moderate profile location that is unlikely to attract a commercial development opportunity
19. Future Facility Expansion Capability	2	L - Land size is significant and would support the consolidated sports precinct model. However the ownership is not interested in selling.	2	L - Land size is limited with existing residential development expansion underway	2	L - Land size is limited if racecourse is not relocated	4	M - Land size is significant and may support the consolidated sports precinct model, however residential development planning underway which may limit available land size	2	L - Land size is significant and would support the consolidated sports precinct model. However the ownership is not interested in selling.	2	L - Land size is limited if Grayhound track and showground sheds are not relocated	6	M - Land size is limited but could support multiple sports with a distributed model	2	L - Land size is constrained and would only support limited sports with a distributed model	2	L - Land size is constrained and would only support limited sports with a distributed model	2	L - Land size is constrained and would only support limited sports with a distributed model
20. Environmental and cultural impacts	8	H - There is no net loss of open space or known cultural significant sites	8	H - There is no net loss of open space or known cultural significant sites	6	M - Part of site is an area of cultural heritage sensitivity. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites. CHMP would be required.	8	H - There is no net loss of open space or known cultural significant sites	8	H - There is no net loss of open space or known cultural significant sites	6	M - There is some loss of open space or there is some cultural significant trees on the site	8	H - There is no net loss of open space or known cultural significant sites
21. Value of Site *	2	L - Private land in a farming zone.	2	L - Private land in a residential zone.	2	L - Public land with need to purchase / gain access to land. Racecourse relocation costs would need to be	2	L - Private land in a farming zone.	2	L - Private land in a farming zone.	2	L - Public land with need to purchase / gain access to land. Greyhound track relocation costs would	8	H - Public land. No need to purchase land	8	H - Public land. No need to purchase land	8	H - Public land. No need to purchase land	8	H - Department of Education Land. No need to purchase land. Potentially for long term land lease with Horsham College.

22. Potential of Part Land Sale or Lease	0	L - Owner is not interested in selling the land.	0	L - Owner is not interested in selling the land.	2	No opportunity for part sale or lease	4	M - Opportunity for part sale or lease and collaboration with land	0	L - Owner is not interested in selling the land.	2	No opportunity for part sale or lease	4	No opportunity for part sale or lease	4	No opportunity for part sale or lease	4	No opportunity for part sale or lease
23. Capital Cost of Development*	2	L - Owner is not interested in selling the land.	2	L - Existing residential growth area, land owned by developers	2	L - Site topography is flat but relocation costs of Racecourse will mean a higher capital cost	2	L - Owner is interested in partial development however would require Council to contribute significant capital upfront for road and civil works.	2	L - Owner is not interested in selling the land.	2	L - Site topography is flat but relocation costs of Greyhound track will mean a higher capital cost	8	H - Existing recreation reserve and available public land for expansion	6	M - Existing recreation reserve but with limited public land for expansion	6	M - Existing recreation zone but with limited public land for expansion
Stage Two Result	64		60		76		78		61		74		104		92		82	
Total	116		97		112		135		106		112		157		135		136	
Summary Comments																		

\* Site compatibility and impacts and capital cost estimates can be confirmed following a concept design process and review of independent QS cost plan advice.

# WIMMERA REGIONAL MULTI-SPORT PRECINCT FEASIBILITY STUDY PHASE TWO ENGAGEMENT REPORT



MAY 2023

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***Horsham Rural City Council acknowledges the support of the Victorian Government***



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# 1. Introduction

With the final Wimmera Regional Multi-sport Precincts Feasibility Report now completed, phase two engagement was conducted with the State Sports Associations (SSA) and local associations and clubs. The purpose of the discussions was to brief each stakeholder and user group on the proposed concept designs and site layouts for the three sporting precincts which include:

- Dimboola Road Oval site
- Haven Recreation Reserve site
- Dudley W Cornell Park site

Each stakeholder was asked to provide further feedback on the concept designs and other technical information to be considered. Letters of Support were requested from each SSA to support Council's future funding advocacy work.

# 2. State Sports Association Engagement

The following provides a summary of the phase two engagement discussions held with each State Sports Association. Where applicable, feedback has been included in the final designs for the three sporting precincts. Changes are noted at the end of each State Sporting Association summary.

## 2.1 State Sports Associations

Nine State Sporting Associations were consulted on the projects' final concept designs and the distributed model recommendations. Below is a summary of their feedback and comments. Four other State Sporting Associations were informed that due to cost constraints their sport was not included in the final design recommendations for the three sporting precincts. A total of 13 State Sporting Associations were consulted throughout the development of this project.

### 2.1.1 Football Victoria

Football Victoria is pleased to see some soccer provision included in the sports precincts. However, they believe having multiple pitches at one location would be a better design outcome for soccer.

Despite participation in Horsham being low compared to other parts of regional Victoria, Football Victoria believe that the lack of fit for purpose facilities and not having a stable home for soccer over many years has impacted the sports growth in the region.

The have suggested three enhancements for the soccer facility provision, listed below.

- Option 1 (Preferred) – Haven Recreation Reserve: Add a second full size pitch next to the one already shown. Two pitches side by side, with a cricket pitch in the middle would enable use of facility year round. i.e., Soccer over winter and cricket over summer.
- Option 2 – Haven Recreation Reserve: Add a junior size pitch next to the senior size pitch. This would encourage junior programs including mini roos and also encourage informal participation for the broader community. The ability to cater for cricket may be constrained in this option.
- Option 3 – Dudley Cornell Park: Create a second smaller soccer pitch on the existing small oval. By squaring off the oval within the existing site, a junior pitch could be accommodated at minimal extra cost. This would further enhance the site's ability to be a multi-use precinct.

The ideal scenario for Football Victoria would be Option 1 at Haven and Option 3 at Dudley Cornell. This would create 3 senior pitches and 1 junior pitch to enable growth of the sport across two sites.

Response:

The proposed concept plan for Haven reflects Option 1.

### 2.1.2 Basketball Victoria

Basketball Victoria is supportive of the new indoor stadium design and site location. Having a new compliant venue will support further growth of basketball in the region. A compliant stadium would provide greater capacity to host regional events and tournaments that are currently spread across multiple venues.

Basketball Victoria is pleased to hear that the local Horsham Basketball Association also supports the new location at Dimboola Road noting the alignment with Horsham College has benefits for the Basketball Academy and school use during the day.

They would like to continue to be consulted on facility design as it progresses through the next planning stages.

### 2.1.3 Netball Victoria

Netball Victoria is supportive of the Indoor Stadium and Outdoor Netball Court concept design and proposed location at the Dimboola Road site. They confirmed the mix of four indoor courts and four outdoor courts is a good design outcome for netball use. They particularly like the ability for the outdoor netball courts to operate for competition and training independent of the indoor courts. Having separate amenities, storage and competition facilities is an important design feature. A summary of the feedback is listed below.

- Horsham City Netball needs a new home. The Park Drive courts are not fit for purpose for the sport to grow at that location. The new outdoor netball courts would be an ideal new home base.
- Horsham City Netball has new office bearers on the committee who would have limited knowledge of this project. A briefing to the club committee was recommended to broaden their understanding of the proposed facility.
- The venue would be suitable for hosting regional events and association championships.
- There would be significant interest for hiring courts for training from the Football/Netball clubs, potentially every night of the week.
- The Wimmera region netball academy could be based at the new facility.
- Opportunities for walking-netball during weekday catering for older adults.
- Net Set Go programs would be better suited to the indoor courts.
- Opportunities to offer netball coaching and development courses from the Indoor Stadium function room and having access to multiple courts.
- Having external access to amenities was suggested for the further detailed design phase.

Response:

- Council officers have met with the President of the Horsham City Netball Association.
- A briefing of the Association's Executive has occurred.

### 2.1.4 Volleyball Victoria

Volleyball Victoria is supportive of the Indoor Stadium design and site location. Having four indoor courts would enable the venue to host regional level events and tournaments, however specific design requirements must be considered to be fully compliant. These requirements include:

- The courts must have compliant line marking and post footings.
- Court run-off distance must be compliant and not obstructed by barriers, walls or beams.
- Sufficient storage must be provided for event equipment and referees' stands.

Suggestion provided to add volleyball footings and basketball backboards and rings to the outdoor courts for multi-use. Volleyball Australia has recently launched a strategy to increase provision of outdoor grass volleyball courts, as the sport finds it difficult to get access to indoor courts across many areas of Australia. Basketball and netball tend to dominate most indoor stadium usage schedules.

### 2.1.5 Squash Victoria

Squash Victoria was provided with an email update on the final design outcomes and confirmation that new squash courts were excluded due to cost constraints for the project.

### 2.1.6 Little Athletics Victoria

Little Athletics Victoria is supportive of the Dudley W Cornell site layout and acknowledge the proposed design is the most sustainable and affordable option for Council. A summary of the feedback is listed below.

- Appreciate the improvements of the facility as an investment in the sport of athletics for Horsham residents.
- Recognise the benefits of a multi-use sport precinct with cricket, soccer and athletics to activate the facility more broadly. See opportunities with cross promotion of Athletics with these other sport users. A multi-purpose facility also builds political capital to attract funding, provides secure tenure for sports clubs and confidence to invest in other supporting infrastructure.
- Strongly supports the distributed model to strategically locate the provision of sports facilities in the north, south and west of Horsham. Developing the three sites will provide uplift to the surrounding communities and drive greater access for community use.
- The linkages with schools adjacent or near the three sites is an advantage to activate the precincts in off peak times (school hours).
- Support the grass track surface compared to synthetic. Given the facility is used by community-based athletics clubs and schools the grass track is a preferred design. Evidence suggests running/training on grass is much better for athlete development and injury protection, particularly among children. The Oakleigh athletics all-weather track was recently replaced with a grass surface. With good drainage, grass tracks can be as weather-proof as the rubber synthetic surface.
- The amount of sun in Horsham each year is a risk for more frequent renewal/replacement of synthetic tracks. The track would need to be replaced every 7-10 years at a cost of \$1.5 – 2 million, which may be cost prohibitive to Council. There is an argument that annual grass turf maintenance is more cost effective than synthetic track maintenance and renewal over time.
- Horsham is an important regional location for Athletics. The proposed Dudley Cornell development would complement that athletics facilities in Stawell (synthetic), Ararat (Grass) and Hamilton (Grass) and enhance the network of facilities for the sport in Western Victoria.
- They strongly encourage Council to keep the local Horsham Little Athletics club engaged and informed of the plans for the future development of Dudley Cornell.

Response:

- Council officers met with representatives of the Horsham Athletics Club.

### 2.1.7 Table Tennis Victoria

Table Tennis Victoria was provided with an email update on the final design outcomes and confirmation that table tennis could be accommodated at the Indoor Stadium facility in the future if the local association would like to move from its existing venue.

### 2.1.8 Cricket Victoria

Cricket Victoria is supportive of the Wimmera Sports Precincts project and proposed site layouts. They appreciated the early consultation on proposed redevelopment of the Dimboola Road oval and that Council is committed to an alternative oval for cricket use. A summary of the discussion is listed below.

- Discussion about alternate site options such as the Bailee Street oval (Horsham College), Haven Recreation Reserve, Horsham Racecourse in-field and Taylors Lake oval.
- Discussion about Jung Tigers. Stable club with three senior sides, four junior sides and a junior Blast program. Jung Tigers will need a new home if Dimboola Road oval is redeveloped for other sports.
- More broadly cricket in Horsham is showing a downward trend with participation. Since COVID all local clubs are struggling for volunteers.

- Cricket Victoria is focused on growing and supporting the growth of juniors playing cricket, as they are the future of the sport. Alignment with school sites is a consideration for future oval locations in Horsham.
- Cricket Victoria is willing to be involved in discussions with Council, local clubs and the association on future oval options and locations.
- Cricket Victoria mentioned that the Australian Cricket Infrastructure Fund (ACIF) has grants available for clubs, associations, Councils and schools that may assist with cricket facilities within Horsham. The encouraged Council consider the grants programs on offer.

Response:

- An initial meeting has been held with the President of the Horsham Cricket Association and the President of Jung Tigers cricket club.
- A second meeting with both representatives was held 24 May and subsequent meetings will occur as required.

### 2.1.9 Tennis Victoria

Tennis Victoria is supportive of Haven Recreation Reserve being up-scaled to become the regional tennis site for Horsham. A summary of the design improvement suggestions and other feedback is listed below.

- Add lighting for the Tennis Courts to the concept plan so it is clearly shown.
- Suggestion to move the Community Hub Pavilion closer to the Tennis and Soccer playing areas for better access for players and viewing for spectators.
- Recommendation to ensure the 16 courts all have compliant run off distances, this may require some modifications to the existing 12 courts.
- Recommendation to have a minimum of four courts and ideally eight courts constructed to International Tennis Federation standards. This will significantly improve the facility's ability to attract and cater for regional level events and tournaments.
- Pavilion must include female friendly amenities and suitable-size social space.

Tennis Victoria emphasised the importance of the getting the right governance model in place for the transition of clubs. This will be delicate process that needs to be managed. Tennis Victoria is willing and able to assist Council and the local tennis clubs with this process.

Tennis Victoria would like to continue to be consulted on further design advice and decision making to ensure the facility can achieve regional standard.

Response:

- Indicative lighting is shown on the concept plan.
- Community hub has been relocated on the concept plan.

### 2.1.10 Hockey Victoria

Hockey Victoria is supportive of the Dimboola Road location and are pleased a hockey pitch has been included in the mix of new facilities. A summary of the feedback is listed below.

- Supportive of the design of the hockey pitch and that lighting is included.
- They were impressed with the linkage to the Indoor Stadium facility and the additional support facilities this provides for hockey usage.
- They have a strong preference for a synthetic playing surface if funding was available. However, they understand the cost constraint challenges for Council and would support a grass pitch if that was the only viable option.

### 2.1.11 Badminton Victoria

Badminton Victoria is supportive of the Indoor Stadium concept design and proposed Dimboola Road location. The four indoor courts (designed to netball standards) will comfortably fit 16 badminton courts, which elevates the facility to a regional standard for Badminton Victoria's requirements. They are very interested to be involved in the next stages of design of the stadium so the technical specifications for badminton can be considered to achieve optimum functionality for high level competitions and events.

Badminton Victoria expressed a genuine willingness to bring regional/state level tournaments and events to Horsham if the facility can meet their design guidelines for high-level competitions. These design requirements must include the following:

- Minimum requirement for 16 courts with correct compliant line marking. Badminton court lines must not be broken by other sport line markings and should be prominent for officials and players to clearly see. Ideally badminton lines are the top set of lines on the courts for optimum visibility.
- Natural lighting can be a major issue for competitions. Any skylights in the ceiling or glazed walls of the stadium must have the technology to be fully covered with blinds so any natural light is "blackout."
- Lighting positioning is a critical design element for badminton. Light fittings must not directly overhang the badminton court areas as players are continuously looking up and play can be affected by the stadium lighting.
- The roof must be 9 metres in height over the courts to attract higher level competitions. A minimum roof height of 7 metres is required for normal competition standards.
- Sprung floor surfaces are suitable for Badminton, however an alternative surface was suggested which is a rubber based option. Pulastic is an indoor cushioned synthetic floor for multi-purpose usage in a variety of applications. The 11mm thick Pulastic flooring provides excellent levels of comfort and safety for training and competition combined with good resistance to mechanical loads. Pulastic has a longer life span and requires lower maintenance than wooden sprung flooring.

The Badminton Victoria CEO will commence in his new role of Badminton Australia CEO in May 2023. However, the CEO has offered to continue to be the contact point for this project for specialist advice and feedback during the future design stages.

### 2.1.12 Australian Football League

AFL Victoria was provided with an email update on the final design outcomes and confirmation that a new AFL oval was excluded due to cost constraints for the project. Council is focused on delivering upgrades to the Horsham Recreation Reserve (City Oval) as the priority project for AFL in Horsham.

### 2.1.13 Gymnastics Victoria

Gymnastics Victoria was provided with an email update on the final design outcomes and confirmation that a new gymnastics facility was excluded due to cost constraints for the project.

## 2.2 Letters of support

Letters of Support from nine State Sports Associations have been included in **Appendix 1**.

### 3. Local Associations and Clubs Engagement

A total of seven project briefing meetings were conducted with local associations and clubs. The participating groups included:

**Table 1: Local Associations and Clubs Engagement Participants**

Meeting 1	Meeting 2	Meeting 3	Meeting 4	Meeting 5	Meeting 6	Meeting 7
Cricket	All Sports	Tennis	Indoor/ Outdoor Stadium Users	Hockey	Squash	Dudley Cornell Users
Horsham Cricket Association	Wimmera Regional Sports Assembly	Wimmera Central Tennis Association	Horsham City Netball Association	Horsham Hockey Club	Horsham Squash Club	Horsham Little Athletics
Jung Tigers Cricket Club		Central Park Tennis Club	State Titles Officer (netball) – Wimmera region			Horsham Soccer Club
		Haven Tennis Club	Horsham Amateur Basketball Association			Colts Cricket Club
			Horsham Badminton Club			
			Horsham Volleyball Club			

#### 3.1 Meeting 1 Discussion Summary – Cricket Association and Jung Tigers Cricket Club

Council Officers presented the concept plans for Dimboola Road oval which will result in Jung Tigers Cricket Club being re-located. There was general agreement and interest in exploring options for the relocation of the Club. It was agreed that this would be the first conversation of many, as options are further explored. A summary of the discussions is listed below.

##### Usage of City Oval

- Issues with usage of City oval – most clubs do not have keys to the change rooms.
- Cricket only has access to the oval for 3.5 months of the year. Access to the oval is always late in the season because of thatching works that occur to the oval.
- Clubs have had to re-schedule games in past seasons to the Coughlin Park oval – it offers a better surface, larger oval and is less to hire.
- There is a belief among some sports that City oval usage is AFL focused.
- Planning is occurring to move junior games to evening timeslots – to showcase the games and to free up Saturday mornings. Options being considered are: U12, U14 and U16s being played in the evenings of Mon-Wed and Friday.
- Concern that excessive cost of the oval limits ability to hire the oval to showcase junior games.

##### Suitability of existing ovals

- Coughlin Park has a good surface for cricket.

- City oval is narrow (north south) and does not meet regional standards.
- Lighting of City oval is good.
- Dudley Cornell is narrow and only suitable for club cricket. The smaller oval at Dudley Cornell has a hard surface and small size means it is only suitable for club cricket, but more suitable for U12 – U14s cricket.
- Sunnyside oval is shared with Horsham Primary School and the wicket is often soft.
- Dimboola Rd oval is a school oval.
- Racecourse – issues with access, viewing options and shade for officials and spectators are concerns.
- Baillie St oval – is just compliant but preferred for School use only.
- Lutheran College – School oval, suitable only for lower age groups.

#### **Jung Tigers Cricket Club**

- Has growth in the junior age groups.

#### **Exploration of re-location options**

- City Oval – needs cricket nets for the site to be suitable for training.
- Baillie St – oval needs to be larger and have clubrooms available.
- Racecourse – issues with access, viewing options and shade for spectators and officials.
- Taylor's Lake (opposite Green Lake) – has all facilities but would limit access for people without transport. Some members of Jung Tigers have come from Taylor's Lake.
- Dudley Cornell - The small oval is hard and suitable only for junior age groups. The larger oval is narrow. Would not be able to schedule four Grades at the same facility.
- Haven Recreation Reserve – would prefer this site and would be open to amalgamate with other clubs to form a Haven Sporting Club. Would recommend a concrete wicket.

#### **General Comments**

- City Oval seen as showcase oval – even with size limitations. Coughlin Park has a better playing surface but does not have suitable lighting.
- Removal of oval at Dimboola Rd will put extra pressure on existing ovals that are barely up to standard for local level competition.

#### **Follow Up Meetings**

- Two meetings have been held with the Cricket Association and Jung Tigers and further discussions will occur to explore re-location options.
- A two-stage process may be required for the re-location of the cricket club. Because of staging requirements, Jung Tigers will need to relocate from the Dimboola Rd site when the stadium is being constructed and possibly before a new oval is available at Haven Recreation Reserve.
- Jung Tigers' Cricket Club has provided a letter endorsing the recommendations of the feasibility study on the basis that the Club is provided support at an alternate location until a new oval is available at Haven, the site of a permanent home for Jung Tigers. (Appendix 2).

## **3.2 Meeting 2 Discussion Summary – Wimmera Regional Sports Assembly (WRSA)**

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

- WRSA is supportive of the outcomes of the study for identified sports.

- Raised a question regarding any constraints with possible funding options – does the stadium have to be part of a refurbished building? (suggested this was a constraint with a previous project).  
Funding is not limited to the refurbishment of an existing building.
- An indoor stadium on Department of Education land would need to be easily accessible during daytime hours – not limited only to after school hours.
- Consider careful orientation of indoor courts to maximise usage and increase economic outcomes.
- Volleyball is also seeking to use outdoor (grassed) surfaces. The hockey field (if grassed) might cater for this direction.

### 3.3 Meeting 3 Discussion Summary – Wimmera Tennis Association and Clubs

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### Management of regional facility

- Who and how is the facility to be managed?  
Will be worked through as part of the project development. Local clubs will not be responsible for managing the facility.

#### Hire fees and usage

- Will clubs be able to afford to use the facility?  
Hire fees are to be determined. Benchmarking with other facilities in similar regions, the viability of clubs and their capacity to pay entrance fees will all be considered.
- Who can use the facility?  
The facility will be available to all local clubs, not only those located at the facility.

#### Number of Courts

- Are 16 courts enough?  
The number of courts meets the needs of a regional level tennis facility as per Tennis Victoria facility standards. Sixteen courts allow hosting of regional level junior and senior tennis tournaments and events.
- Are hot-shot courts to be included?  
Additional courts are unlikely to be built. However, there is opportunity to multi-line courts to allow for different ages and levels of tennis.

#### Central Park Tennis Club

- What does this mean for the Club?  
No change regarding use of Central Park courts and facilities.  
There is no plan to shut down or remove courts. It is expected that scheduling of games and additional (all-year) use because of lighting, will result in a programming shift to the regional facility.

#### Dimboola Rd Site - Heritage

- Is there any heritage value in buildings that will be removed from the Horsham College site?  
Based on the information provided by the Department of Education, there is no heritage value attributed to the buildings. Heritage values will be explored in further detail as the project progresses.

#### Timelines for Project Completion

- When is it envisaged these facilities will be available for use?

Working on a 5-10 year timeframe. Need to develop schematic/detailed design drawings and secure external funding before projects can formally commence. This is likely to take 3-4 years (minimum) before construction can commence.

### 3.4 Meeting 4 Discussion Summary – Indoor/Outdoor Stadium User Groups

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### **Dimboola Rd Site**

##### Seating

- Appropriate seating is required.
- Need a facility with flexible seating to cater for regular local usage - not just seating to display show court.
- Seating needs to be adaptable for lower grades, juniors and parents.

##### School access

- Need to manage shared school and community usage of the facility (during school hours).

Shared usage/access is occurring at other sites across Victoria and careful building design can assist with this. A Joint Use Agreement is currently in place between HRCC and Department of Education and this or similar will be developed.

##### Capacity for growth

- New facility needs to include capacity for growth.

Planning has been based on long term projections for population growth, demographic changes and participation trends. Scheduling will maximise usage of the facility.

#### **Finance**

- Question regarding proportion of State and Federal funding and local funding?

Council Officer confirmed that 70-80% of funding will come from external sources.

- Fee structure and ability for clubs to access the facility?

Is being considered with benchmarking against similar facilities. Horsham and regional demographics have been considered throughout the project.

#### **Basketball**

- Partnership with Horsham Amateur Basketball Association and the Horsham College facilitates easier access for juniors after school.
- Opportunity to grow further as a sport.
- Having a regional facility makes Horsham a more attractive place to live.
- Currently losing players to Ballarat competitions. Having a regional Horsham facility will retain players.
- Valuable for growth of basketball if players have proper training facilities at no/low cost.

#### **Netball**

- Huge interest in netball in the Horsham area. We have state teams which are sent to Melbourne for competitions.
- Need a larger space for Wimmera Mallee players for umpire training, mentoring, camps.
- Quality of competition will improve with a regional standard facility.

- Currently 19 teams, not enough courts to play one round of netball. If two extra teams join league, current courts cannot accommodate them.
- There is a demand for netball in the area from junior players. Teams would travel from outside to Horsham to play at a regional facility.
- Potential for under 15 and under 17 grades to play at a regional facility.
- Teams have too many players and there are currently not enough facilities to cater for training and competitions.
- If participants could play all year round it is expected this will further increase the sports' growth.
- Potential for all-abilities in netball to be integrated into the new facility.

### **Volleyball**

- Currently don't have the capacity to expand their sport due to lack of facilities.
- Ability to play the sport is restricted by the schools' schedule of indoor stadium usage.
- Don't have enough time slots due to the high demand for new players to join the sport.
- Couldn't host a recent tournament to maximum capacity because of a lack of facilities. Team entries were restricted.

### **Badminton**

- The club was impressed with the site and location.

## **3.5 Meeting 5 Discussion Summary – Hockey Club**

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

### **Membership data**

- The club questioned whether usage numbers presented in the report was for membership data or for participation. The club confirmed in the meeting that hockey members are closer to 100 rather than the 55 as presented in the report.
- Council confirmed that the figures are membership data, provided by both the local clubs and/or the relevant State Sporting Association during the club survey and phase one engagement.
- The club has since confirmed membership data for the last three years as follows:
  - 2021 – 103 registered players
  - 2022 – 94 registered players
  - 2023 - 70 registered players

### **Facility Design Observations – Playing surface and Buildings.**

- The Hockey club prefers a synthetic turf surface rather than grass. Synthetic turf provides better opportunities for skill development.
- Club does not have the capacity to line-mark a grass pitch. The club would not play Saturday competitions (3-4 home games per season) in Horsham if line-marking were required.
- The club requires access to clubrooms after training.
- Social area for club memorabilia and functions is important.
- The indoor stadium needs to be designed to accommodate multiple groups at the same time.
- Equity of access to the indoor stadium facilities is important i.e. not letting one group dominate access to the facilities.
- The club would be interested in running a summer Five-a-side competition.

- Storage for the club is essential.
- Provision of outside amenities is important including access to drinking water, shelter for players and spectators, seating.

#### **Transition arrangements**

- Need to manage disruption to the training and competition use during the construction stages.

#### **Governance**

- Need to manage daytime arrangements to enable community access during school hours.
- Tenure arrangements with Horsham College (Department of Education) will need to be clear.

## **3.6 Meeting 6 Discussion Summary – Squash Club**

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### **General feedback**

- Everything proposed for Dudley Cornell design looks great.
- Everything proposed for Haven design looks good.
- Dimboola Rd – concerned that basketball may dominate use of the stadium.
- Questioned the netball numbers – are the numbers inflated by including netball teams connected with AFL?
- Discussed traffic management associated with the entrance to the Dimboola Rd site.  
The alternate truck route study will provide options to address this.
- Grass versus synthetic hockey surface was discussed.

#### **Club details**

- Membership numbers have stayed consistent pre and post Covid.
- Racquetball is being trialled at the club to attract different members.
- Courts are privately owned – a four-court block on one title and two courts with a second landowner.
- The land with the four courts was purchased by a consortium of ex-club members wanting to provide a facility for the game to continue in Horsham.

#### **Usage of the squash courts**

- Horsham is the only Wimmera region facility with six courts.
- Victorian Squash Masters (100-120 participants) have held competitions in Horsham in the past. Usually scheduled on a rotational basis (same town for two years) but they have expressed preference for Horsham as a venue.
- Schools book the courts each year – usually for a term. Both Horsham and surrounding rural schools use the courts.

#### **Tenure at Current Facility**

- No lease or licence in place – but there is an understanding with the owners that the club can remain on existing site for as long as the club is viable.
- The club cannot apply for loan or grant funding because of the informal arrangements with the landowners.

- Discussed option to establish a lease. Club suggested that a 30-year lease would be required to satisfy funding requirements.

#### **Finance**

- Club pays rental and all utilities (power and water).
- Maintenance of the facility is shared between owners and club.
- Main upcoming maintenance will involve repairing ageing floors (first four courts) bathroom and change facilities.
- Lights are regarded as the best in regional Victoria.

#### **Development Options**

- Club has considered purchasing the land, but this has been dismissed because of the impact on membership fees.
- Discussed possibility of council purchasing the land (strategic investment option). Low risk, good rental return and if the club were to cease, the land would have retained/increased in value.
- After the release of the feasibility study recommendations, the club may request that council work with them to consider options to support the club.

### **3.7 Meeting 7 Discussion Summary – Dudley Cornell User Groups**

Council Officers presented the concept plans for the sports precincts. A summary of the discussion is listed below.

#### **Little Athletics Club**

- Supports the idea of distributed model of facilities as this will prevent scheduling conflicts.
- Prefers synthetic turf track to grass track.
- Believes the sport will not get a synthetic track surface while it is connected to a multipurpose facility (i.e.: sharing with other sports).
- Prefer to be located with a school site where the student population may justify installation of a synthetic track.
- Questioned decision to use grass rather than synthetic. Believes competitors are disadvantaged running on grass tracks; the club does not see the merit of grass versus synthetic.

Council response: current participation numbers, replacement cost and limitations associated with a single use space were factors in the design decision.

- A grassed surface does not accommodate athletes who need mobility assistance.
- Club numbers have remained strong, with potential for growth because of a recent decision by Little Athletics Victoria to include U17 age group.

#### **Colts Cricket Club**

- Supports dedicated car parking at Dudley Cornell and other sites.
- Seating for spectators is an important consideration at the next stage of planning.

#### **Soccer Club**

##### Decision making and sites

- Recognise the importance of basing decisions on population growth and participation trends and commends HRCC for following this approach.
- Would have preferred a fully inclusive single consolidated precinct (involving all sports) but understands the rationale of improving existing facilities.

- Would have liked to see facilities located in the Showgrounds area but understands the rationale for the decision.
- Recommend HRCC pursue options to improve the area along McPherson St so an attractive entrance to Horsham is provided.
- Suggest that future considerations include provision for cycling.

#### Soccer-specific comments

- Recognise the strategic importance of Haven as a site for soccer.
- The Women's World Cup can have a direct impact on the growth of soccer in Horsham.
- Indoor facilities for training with netting assists development of soccer skills.

#### Suggestions re: Amenity

- Ensure appropriate seating and viewing options for spectators are included in future designs.

#### **Other questions and discussion**

- Project provides good outcomes for sporting clubs.
- Suggested that funding be also sought from mining companies currently operating in the region.

### **3.8 Haven Recreation Reserve – Non Sporting Groups**

Council officers will undertake further engagement with non-sporting users of Haven Recreation Reserve to inform them of the proposed development options for this site. These groups include:

- Haven Community Enterprise Inc (Re: Haven Market)
- Dog Obedience Club
- Horsham Primary School (Haven Campus)

## **4. Key Findings of Stakeholder and User Group Engagement**

### **4.1 State Sports Associations Summary**

A total of nine different project briefing meetings were held with State Sports Associations which included the following:

- Badminton Victoria
- Basketball Victoria
- Cricket Victoria
- Football Victoria
- Hockey Victoria
- Little Athletics Victoria
- Netball Victoria
- Tennis Victoria

- Volleyball Victoria

These State Sport Associations were all supportive of the three proposed sports precincts and have provided some detailed feedback on the design and technical requirements for each sport. All groups confirmed they are willing to continue to be involved in the design process and to support Council's engagement with local associations and clubs where required.

Project updates were sent to the following four State Sports Associations to inform them of the feasibility report recommendations for the three sites.

- AFL Wimmera Mallee Office
- Gymnastics Victoria
- Squash Victoria
- Table Tennis Victoria

## 4.2 Local Associations and Clubs Summary

A total of seven project briefing meetings were conducted with sixteen local associations and clubs. The participating groups included:

- Central Park Tennis Club
- Colts Cricket Club
- Haven Tennis Club
- Horsham Amateur Basketball Association
- Horsham Badminton Association
- Horsham City Netball Association
- Horsham Cricket Association
- Horsham Hockey Association
- Horsham Little Athletics Club
- Horsham Soccer Club
- Horsham Squash Club
- Horsham Volleyball Association
- Jung Tigers Cricket Club
- Wimmera Central Tennis Association
- Wimmera Regional Sports Assembly
- Wimmera Region State Netball Titles Officer

The project briefing discussions provided feedback for Council to consider further as they progress the design of each sports precinct. The majority of the local associations and clubs were supportive of the feasibility report recommendations and are willing to remain closely involved in the future design discussions.

## 5. Landowners and other groups involved in the project

### 5.2 Landowners

A total of 10 sites / 14 landowners were investigated during the feasibility study.

The sites were:

1. Dudley W Cornell Park – Horsham Rural City Council
2. Haven Recreation Reserve – Horsham Rural City Council
3. Horsham Showgrounds - Crown land with a community Committee of Management
4. Horsham Showgrounds – Greyhound Club – Lease with the State of Victoria
5. Horsham Showgrounds – Agricultural Society – Private land
6. Horsham Velodrome - Crown land with a community Committee of Management
7. Horsham Racecourse – Horsham Racing Club and Horsham and District Harness Club – Crown land with HRCC being the Committee of Management. Both Clubs have licences with the State of Victoria
8. Remlaw Rd – Grains Innovation Park - Lease with the State of Victoria
9. Remlaw Rd (south of Baillie St) – Private land
10. Remlaw Rd (north of Baillie St) – Private land
11. Rasmussen Rd – Private land
12. South of the Wimmera river (western parcel) – Private land
13. South of the Wimmera river (eastern parcel) - Private land
14. Dimboola Rd (Horsham College) – Department of Education

All owners and organisations responsible for managing the different land parcels have been contacted and advised that the feasibility study has been completed and have been thanked for their participation in the project.

Horsham College Council has provided a letter of in-principle support for the multi-sport facility being located on the Dimboola Rd site of the campus. (Appendix 2)

### 5.3 Schools and local sporting groups

A total of 23 schools and 40 local sporting clubs were contacted in October 2021, inviting the schools and clubs to complete a survey identifying sporting activity, club membership and facility requirements.

All schools and sporting clubs will be contacted again when the report has been presented to Council. Schools and clubs will be thanked for their interest in the project and will be encouraged to visit the HRCC website to obtain detailed information regarding the outcomes of the project.

# Appendix 1: State Sports Associations Letters of Support



Badminton Victoria Inc.  
Melbourne Sports & Aquatic Centre (MSAC),  
Ground Level, 30 Aughtie Drive, ALBERT PARK VIC 3206  
+61 3 9686 4777  
w. [www.badmintonvic.com.au](http://www.badmintonvic.com.au) e. [admin@badmintonvic.com.au](mailto:admin@badmintonvic.com.au)

## “Let’s Play”

25 April 2023

Sunil Bhalla  
Chief Executive Officer  
Horsham Rural City Council

### Re: Wimmera Sports Precincts

Dear Sunil,

On behalf of Badminton Victoria, I am pleased to provide support to Horsham Rural City Council's Wimmera Sports Precincts project and in particular the new Indoor Stadium proposed for the Dimboola Road oval site, adjacent to Horsham College.

The prospect of a new indoor complex offers our growing sport and badminton players a modern and fit-for-purpose playing facility that will be embraced by the Horsham Badminton Club (an affiliate member of Badminton Victoria). Furthermore, this new facility as proposed by the council, raises the probability for Badminton Victoria to host state and national sanctioned events which we are currently not able to host in the region due to a lack of suitable facility space.

As Badminton Victoria, we are always looking to take our events into regional Victoria and a new facility in Horsham would be a great prospect. I am more than happy to provide any further information if required so please do not hesitate to reach out if I can be of any further assistance.

Yours sincerely,

Tjitte (TJ) Weistra  
Chief Executive Officer  
[ceo@badmintonvic.com.au](mailto:ceo@badmintonvic.com.au)  
0424979415



Sunil Bhalla  
CEO  
Horsham Rural City Council

2 May 2023

Dear Mr Bhalla

**Re: Wimmera Sports Precinct**

Basketball Victoria supports the proposed distributed model that has been proposed for three sites identified in the report tabled by Otium Planning Group to help cater to the growing demand of basketball and all indoor sports in the area.

The construction of additional courts will allow for a greater number of kids to have access to community sport, both for basketball and for other indoor high ball sports

Basketball continues to be a equal opportunity sport, with people of all backgrounds having the opportunity to try and play the sport.

Prior to COVID-19, there were 435,000 Victorian basketball participants annually. With over 550 clubs across the state and more than 1000 staff, the societal and economic value of basketball in Victoria is more than \$800 million. This figure factors in several different ways that basketball families interact with the community including opportunities for local retail, accommodation and tourism providers.

With nearly 40 per cent of all participants in our sport being female and over 7,500 inclusion participants, basketball continues to be the sport of choice for all Victorians regardless of their gender, age, race, culture, religion, sexual orientation, or ability.

Basketball in Victoria has seen consistent strong growth and demand for a number of years and at a state-wide level our participation numbers continue to increase. Sport is an essential part of our community well-being and plays an important part in community wellbeing.

We fully support the pursuit of additional courts as a priority for Basketball Victoria to continue to grow participation in sport in rural areas.

Yours faithfully,

*Jake P Keogh*

Jake Keogh  
General Manager – Government Relations & Facilities  
Basketball Victoria



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9 May 2023

**Sunil Bhalla**  
**Chief Executive Officer**  
**Horsham Rural City Council**

Dear Sunil

Cricket Victoria is pleased to provide support for the Wimmera Multi Sports Precincts project currently being investigated by Horsham Rural City Council.

As part of a recent briefing by Council staff, it was identified that three sites have been selected for various sporting infrastructure to cater for 9 different sports, through a distributed delivery model.

Specifically on the impacts to local cricket in Horsham, the following is supported by Cricket Victoria:

- Transition of Jung Tigers Cricket Club from Dimboola Rd oval to an alternate site yet to be determined.
- Dudley Cornell Park – main oval will be enlarged slightly and have multiple users including cricket, little athletics, and soccer with the smaller second oval to be upgraded and continue to service junior level cricket.

Cricket Victoria appreciates the transparent and consultative approach to the project, in particular the relocation of Jung Tigers Cricket Club and Council's committed to finding a solution for a new home base for the club. We would welcome further involvement in future discussions with the club.

The Victorian Cricket Infrastructure Strategy identifies a very clear framework for how Cricket Victoria, the cricket community and government stakeholders view the future development of cricket and associated facilities. This project strongly aligns with Pillar 1 which aims to maximise the carrying capacity and activation of cricket grounds and facilities as well as Pillar 4 which confirms our commitment to support providing welcoming, safe, flexible, and accessible community facilities for a range of sporting stakeholders and the broader community.

Cricket Victoria looks forward to working closely with the Horsham Rural City Council to ensure the success of this project.

If you require any further assistance, please do not hesitate to contact me on (03) 9085 4052.

Yours Sincerely,

Callum Dean  
**State Infrastructure Manager**  
**Cricket Victoria**

Cricket Victoria is the trading name of the Victorian Cricket Association. | ABN 28 004 128 812

29 May 2023

Sunil Bhalla  
Chief Executive Officer  
Horsham Rural City Council



Dear Sunil,

**LETTER OF SUPPORT – HAVEN RECREATION RESERVE – HORSHAM RURAL CITY COUNCIL**

I am writing to express my wholehearted support for the proposed facility upgrade at Haven Recreation Reserve in Horsham. As the governing body for Football in Victoria, we are delighted to see a positive plan for progress finally being tabled for one of Victoria's largest regional cities.

For many years, Football Victoria has been keenly advocating for major improvements to football facilities in the Wimmera. We believe that the lack of infrastructure upgrades and the lack of accessible facilities has denied the sport the kind of momentum we are seeing in all other parts of Victoria.

In our discussions with Otium Planning, we have robustly advocated for a two-pitch facility at Haven Recreation Reserve, which we believe would allow for the growth of the game in Horsham – something that existing facilities in the Wimmera do not cater for.

We also want to connect the sport with local schools; that the facility backs onto Horsham West and Haven Primary School means that we can more readily build the links that lead to children being active and taking part in football. This is critical in regional communities, where access to nearby facilities can present a major problem for aspirational participants.

Further, we are also happy to advocate for a cricket pitch between the two football fields so that the facility can be in use 365 days per year. We believe that football and cricket are natural bedfellows in sporting facilities where the cricket pitch can be placed between two football fields. We see opportunities for this model to be rolled out across the region in the years ahead.

Both Football Victoria and Cricket Victoria believe this is the optimum model for facility optimisation in the decades to come and we would urge all Councils across Victoria to consider ways to repurpose their facilities so that this configuration can be put into place.

As of May 2023, we are already more than 10 per cent up on the total number of player registrations for the entirety of 2022; by the time the registration window closes, we expect that number to be around 15 per cent – an incredible rise in the number of people who are playing our game across Victoria.

Further, with the FIFA Women's World Cup set to take place later this year, we are expecting a surge in popularity for our sport, with rises expected to be especially prominent among female participants. As such, we need to design, develop and activate facilities to cater for this surging demand.

Thank you for your consideration and support and we look forward to working with you further on this project.

Kind Regards

A handwritten signature in black ink, appearing to read "Sebastian Hassett".

Sebastian Hassett  
Head of Government Relations and Strategy

**HOCKEY VICTORIA**

Melbourne Sports Centres - Parkville  
10 Brens Drive  
Parkville 3052 VIC

PO Box 32  
Parkville 3052 VIC

**ABN** 66 215 250 461

**W** [hockeyvictoria.org.au](http://hockeyvictoria.org.au)

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**E** [admin@hockeyvictoria.org.au](mailto:admin@hockeyvictoria.org.au)

Friday 19<sup>th</sup> May, 2023

Sunil Bhalla  
Chief Executive Officer  
Horsham Rural City Council

*Via email*

Dear Mr Bhalla,

I writing to you confirming Hockey Victoria's strong support for the Wimmera Sports Precinct Project. We thank council for undertaking this important piece of work.

Given the lack of dedicated facilities this is an exciting project for Hockey in Victoria and the Wimmera region. The provision of a dedicated venue and shared facilities will have a significant impact on the recruitment and retention of participants in our game.

The proposed site at Dimboola Road is the ideal location for the initial development and we would strongly advocate for the venue to be future proofed to allow for the installation of a FIH compliant synthetic pitch at the appropriate time.

Hockey has a strong history of being sport for all ages and genders and the provision of welcoming, accessible facilities is paramount to this, and we look forward to this project coming to life.

Should you have any questions in relation to our support or require any further support from Hockey Victoria please don't hesitate to contact myself directly.

Kind Regards

David Bourke  
**General Manager – Hockey Operations**

**WWW.HOCKEYVICTORIA.ORG.AU**



26<sup>th</sup> April 2023

Mr Sunil Bhalla  
Chief Executive Officer  
Horsham Rural City Council

Dear Mr Bhalla,

**RE: REDEVELOPMENT OF HORSHAM LITTLE ATHLETICS FACILITIES**

This is to advise that upon receiving a recent briefing from Mr Malcolm Kuhn (Senior Consultant, Otium Planning Group), Little Athletics Victoria (LAVic) is very supportive of proposed plans to improve the facilities and amenity of the Horsham Little Athletics Centre (HLAC) at Dudley Cornell Park.

HLAC currently has 124 registered athletes. It has been a solid country Centre for many years: well administered, with dedicated families, and contributes to their Region and Association activities and the progress of the sport in general.

LAVic is of the belief that resources invested in HLAC will be gratefully received, responsibly utilised, and of great benefit to the rate payers of the Rural City of Horsham. This would also represent a tremendous boost in confidence to the hard-working committee who, notwithstanding the higher profile of other prominent community sports, continue to deliver terrific opportunities for local kids to participate in quality Little Athletics sporting and active recreation activities.

Yours sincerely,

Anthony McIntosh  
Chief Executive Officer



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 State Netball Centre,  
 10 Brens Drive  
 Parkville VIC 3052  
 PO BOX 60,  
 North Melbourne VIC 3051  
 T 03 9321 2222  
 E [info@netballvic.com.au](mailto:info@netballvic.com.au)

4<sup>th</sup> May 2023

**Sunil Bhalla**  
 Chief Executive Officer  
 Horsham Rural City Council

Dear Sunil,

#### **Wimmera Sports Precincts Project**

Netball Victoria is pleased to provide a letter of support to Horsham Rural City Council for the Wimmera Sports Precincts Project.

Netball Victoria has viewed the recommendations and design concepts and will be pleased to be involved in the next stages of the project including the schematic design of a four court indoor stadium and four outdoor courts with lighting and amenities.

Netball is the most popular female team sport in Australia. Population and membership rates continue to grow. In previous years we've seen the emergence of the men and boys league and the popularity of netball with this gender as well as mixed and social netball continues to grow.

Should you require any further information please contact on email [pam.ferrari@netballvic.com.au](mailto:pam.ferrari@netballvic.com.au)  
 Mobile 0418 304 927 or office 5434 2417

Sincerely,

A handwritten signature in black ink, appearing to read 'P. Ferrari', with a long horizontal stroke underneath.

Pam Ferrari  
 Netball Victoria  
 Northern Region Manager

[netballvic.com.au](http://netballvic.com.au)  
[melbournevixens.com.au](http://melbournevixens.com.au)

17<sup>th</sup> May 2023



Sunil Bhalla  
Chief Executive Officer  
Horsham Rural City Council

Dear Sunil,

**Re: Haven Recreation Reserve**

Tennis Victoria, the peak body for tennis in Victoria, is pleased to support the Horsham Rural City Council and its commitment to providing a Regional Tennis Precinct at the Haven Recreation Reserve for the betterment of all clubs within the broader Wimmera Tennis Community.

Tennis Victoria's Strategic Plan to 2025 details a clear emphasis on facility development, including supporting community needs by improving the standard, sustainability, and community access to tennis facilities across Victoria.

The Haven Recreation Reserve courts are used by its club members, players from the local association, schools, casual players, and players for other tennis events.

Tennis Victoria strongly support the development of Haven Recreation Reserve and increasing the facility to being a 16 ITF Standard Court Tennis Precinct and associated amenities. This development will provide an all-year-round tennis facility, providing a venue assist with pathways within our sport and allow the venue to attract events and tournaments to the region.

On behalf of Tennis Victoria, I wish the Horsham Rural City Council and Haven Recreation Reserve every success with their application. If you have any questions regarding our support, please feel free to contact our Places to Play Manager, Fiona Young on 8420 8465.

Regards,

Paul Senior  
Regional Tennis Manager  
Tennis Victoria

cc: Kate-lyn Perkin – Club Development Officer, Country Central West  
Fiona Young – Places to Play Manager

**Tennis Victoria**  
AAMI Park (Entrance F)  
Olympic Boulevard  
Melbourne VIC 3000  
Locked Bag 6001  
Richmond 3121  
T +61 3 8420 8420  
F +61 3 8420 8499  
tennis.com.au/vic  
tvreception@tennis.com.au

**Patron:**  
The Honourable Linda Dessau, AM  
Premier of Victoria

Tennis Victoria  
ABN 29 757 304 158



16 May 2023

Sunil Bhalla  
Chief Executive Officer  
Horsham Rural City Council  
18 Roberts Avenue  
Horsham, VIC 3400

Dear Sunil,

**Re: Wimmera Sports Precinct**

Volleyball Victoria Inc (**Volleyball Victoria**) is very pleased to support the development of the Wimmera Sports Precinct and the 4 multi-purpose courts with volleyball requirements and layout included to meet our exponential growth in volleyball in the region.

Volleyball Victoria is the peak body for volleyball, representing nearly 9,000 individual members, 24 regional Affiliates, 20 State League Clubs, and numerous schools. Volleyball Victoria has a strong presence in Horsham and the surrounding district through the local Affiliate, Volleyball Horsham, several schools who regularly attend events and competitions we host, and State Team representative players, coaches, and officials. In recent years, Volleyball Horsham has successfully hosted the state-wide Country Championships, setting new standards of entry numbers and event delivery.

Since 2019, volleyball has enjoyed record participation growth across the state, and is currently developing a regional participation strategy to assist country associations in meeting this unprecedented demand. Our success relies on fair access to quality facilities and equipment, and we are confident that along with the support from Volleyball Horsham, this new Precinct will ultimately increase participation, skills and health outcomes for residents and visitors to the region.

Volleyball Victoria has recently recruited Helen (Billy) Jones to the role of Sport Development Specialist, dedicated to advancing outcomes identified in the State Facilities Strategy, including support for new and existing Affiliates and growth of volleyball through greater access to facilities.

Should you have any further questions, please do not hesitate to contact Billy, [helen.billy.jones@volleyballvictoria.org.au](mailto:helen.billy.jones@volleyballvictoria.org.au) or via the Office, 03 9794 0009.

With regards

State Volleyball Centre 270 Stud Rd, Dandenong North, 3195 | 03 9794 0009 | [volleyballvictoria.org.au](http://volleyballvictoria.org.au)

## Appendix 2: Letters of Support – Local



7<sup>th</sup> March 2023

To Whom it May concern

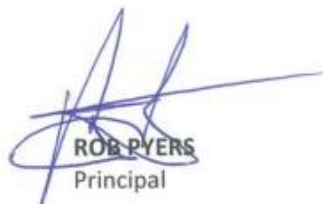
On behalf of the Horsham College Council I would like to offer our in-principle support for the Horsham Rural City Council Multi Sport Facility being located on the Dimboola Rd side of our campus.

The College has discussed initial plans as discussed with the HRCC delegation with the Department at an Area level and the Victorian Schools Building Authority.

The College Council is committed to working with HRCC in regards this project for the benefit of the College and the wider HRCC community.

Please feel free to contact either Rowan Smith or I if you require any further information.

Yours sincerely



**ROB PYERS**  
Principal



**ROWAN SMITH**  
Horsham College Council President

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**President:** Conor Lawson  
**Vice President:** Simon Mock  
**Secretary:** Simon Anstis  
**Treasurer:** Carmen Dridan

PO Box 1248, HORSHAM, 3402  
 Ph: 0429652876

Jung.tigers.cc@gmail.com  
 ABN:34165068565

Horsham Rural City Council

Dear Councillors and Horsham Rural City Council Staff,

We welcome the opportunity to have input in any discussions about the potential redevelopment of Horsham sporting facilities and relocation of sporting clubs.

While we join in the excitement this presents, we also have some fears about what this could mean for the future of our historic cricket club. We therefore appeal for you to consider these fears in whatever decision is made in any changes. Our primary concern is how will this all impact on the future of our club and cricket as a sport in Horsham and the Wimmera.

Of this we hope all councillors and council staff are aware.

Horsham Tigers Cricket Club are fundamentally at the mercy of council decision makers and stress the many values we provide recreational activities in our municipality. If the council decides on an indoor stadium redevelopment at the Dimboola Road Community Oval site, we see the following as our only legitimate options for our survival.

1. The club ultimately relocating to Haven as part of development plans. This would involve having equal share of playing arena, pavilion facilities, general access, and other opportunities.
2. This would include construction of three-bay north-south-facing training nets within the oval reserve, which are close to the pavilion at Haven.
3. However, of utmost importance would be guarantees of short-term headquarters arrangements for our club before this was possible. We have already seen with Covid what a major interruption in providing cricketing services can have on our club and have worked too hard to go through that again.
4. We remain unsure whether Horsham City Oval presents an opportunity as an interim base considering the potential costs and have discussed this with council representatives.
5. One option we believe is worth considering and as we have discussed with the council, is temporarily relocating the Community Oval Pavilion to near the Horsham College Baillie Street Campus cricket nets, off Remlaw Road. This could be part of negotiations with Horsham College regarding the overall sporting development on Education Department land. There is a risk that this might also take a dangerously long time to happen, but it would at least establish a plan for the pavilion and provide us with an alternative base for everything from functions and changeroom and toilet facilities to storage space. We could also use the lawn areas for training drills.



**President:** *Conor Lawson*  
**Vice President:** *Simon Mock*  
**Secretary:** *Simon Anstis*  
**Treasurer:** *Carmen Dridan*

*PO Box 1248, HORSHAM, 3402*  
*Ph: 0429652876*

*Jung.tigers.cc@gmail.com*  
*ABN:34165068565*

6. If this was the case, we would require planning works to include reconstruction of bowling run-ups at the training nets.
7. What we vehemently disagree with is to be asked to shift to Taylors Lake (Dock Lake Reserve) or other ovals and reserves in the Horsham district. This would be a retrogressive for the club and cricket in Horsham in general, which been forced to rationalize based on the needs of cricketers and volunteers, particularly juniors.

Horsham Tigers Cricket Club would request a legally binding Memorandum of Understanding, including the seven points listed, where we would not be disadvantaged forgotten or treated with ambiguity or contempt in any decisions involving assets facilities, infrastructure, and opportunities.

For us to give up our current facilities would be a serious decision for the club's future. Particularly the access to the pavilion which has been heavily invested in from Cricket Victoria and Horsham Tigers Cricket Club with time money and commitment from club members.

Hoping this fulfills any questions you may have from our position.

Again, we want to reiterate that this redevelopment concept represents a wonderful opportunity for our cricket club. However, it could also be disastrous for an historic sporting institution if we all get it wrong.

Yours sincerely

Conor Lawson

President

Horsham Tigers Cricket Club



**Horsham Rural City**  
**Council** urban rural balance

# ROAD MANAGEMENT PLAN

## 2023 - DRAFT

**FIRST ADOPTED BY COUNCIL:**

**6 December 2004**

**THIS VERSION ADOPTED BY COUNCIL:**

**25 October 2021**

**NEXT SCHEDULED REVIEW:**

**January 2025**



## Notes on Versions

Date	Editor	Comments	File
5 Jan 2021	JM	Initial review to identify issues	2021 0105 RMP v0
20 July 2021	JM	Significantly updated document, ready for community engagement	2021 0720 RMP Review tracked changes
26 Sep 2021	JM	Version for EMT review, inc insurer comments	2021 0926 RMP
19 Oct 2021	JM	Final update draft for Council endorsement	2021 1019 RMP
25 Oct 2021	JM	As adopted by Council	2021 1025 RMP
26 Feb 2023	JM	Draft to accommodate changes to minor tracks and footpath overhanging vegetation	2023 0419 RMP Update Draft v0
28 May 2023	JM	Updated following community engagement	
14 June 2023	KS	Updated following the comment from Executive Management team particularly updating Appendix B with additional column for track and paper roads	2023 0614 RMP Update Draft v1

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## **1. INTRODUCTION**

### **1.1. BACKGROUND**

This Road Management Plan describes how Horsham Rural City Council manages its road and related assets in accordance with the requirements of the Road Management Act 2004 (the Act), and associated Regulations and Codes of Practice. The Plan is applicable to road and road related infrastructure, as defined under the Act, for which Council is responsible.

The Act was introduced to establish a statutory framework for the management of the road network to facilitate the coordination of the various uses of road reserves for roadways, pathways, infrastructure and similar purposes.

### **1.2. PURPOSE**

The purpose of this Road Management Plan is to establish a management system for Council to inspect, maintain and repair its public roads based on policy and operational objectives having regard to available resources.

The key elements of the Road Management Plan include:

- definition of Council's maintenance responsibility on various infrastructure.
- the management system that Council employs for the inspection, maintenance and repair of its roads.
- inspection standards that document the nature and frequency of different type of inspections (i.e. reactive and proactive).
- maintenance standards that document intervention levels, maintenance response requirements, and maintenance response times.

### **1.3. SCOPE**

The provisions of this Road Management Plan apply to those public roads listed in the Register of Public Roads for which Horsham Rural City Council is the coordinating road authority, and roads or parts of roads<sup>1</sup> that Council maintain under agreement with another road authority.

This plan applies to road infrastructure including;

- Roadways (refer to Act definition)
- Pathways (footpath and shared paths)
- Shoulders
- Bridges and culverts
- Road related infrastructure (refer to the definition in Act)
- Line marking
- Safety barriers
- Ancillary areas

This Plan does not apply to non-road infrastructure and non-Council owned assets. This includes assets related to water, telecommunications, gas, electricity and railway functions

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<sup>1</sup> In accordance with the Code of Practice – Operational Responsibility for Public Roads – 2017, Council utilises some of the arterial roadsides within the urban boundary as parking lanes. Those parking lanes are maintained by the Council as per this plan.

which are the responsibility of other authorities. The exclusion also applies to any bridge or culvert over a water supply channel, sewer or drain, other than a bridge or culvert owned by Council.

#### **1.4. LEGAL BASIS FOR THE PLAN**

This Road Management Plan has been prepared pursuant to the requirements of the following Acts, Regulations and Codes of Practice:

- Road Management Act, 2004;
- Local Government Act, 1989 and 2020;
- Road Management (General) Regulations 2005
- Code of Practice for Road Management Plans
- Code of Practice Operational Responsibility for Public Roads
- Code of Practice for Management of Infrastructure in Road Reserves

Horsham Rural City Council is a Road Authority as defined in Section 37 of the Road Management Act 2004. It is responsible for the care and maintenance of public roads within the municipality that are not the legislated or otherwise accepted, responsibility of other road authorities, persons or bodies.

Council must ensure that if a road is required for public traffic that it is kept open for public use and may, at its discretion, carry out work on the road. It is the decision of Council as to the extent and standard of any works carried out on a road.

#### **1.5. RESPONSIBILITIES FOR ROAD MANAGEMENT PLAN IMPLEMENTATION**

Council has responsibility for assigning the roles and responsibilities of Council officers for the purpose of implementing the requirements of the Road Management Act and this Road Management Plan. Duties to be undertaken by Council staff shall include but are not limited to those set out in Schedule 7 of the Act.

#### **1.6. KEY STAKEHOLDERS**

This Road Management Plan is intended to demonstrate to stakeholders that Council is managing its roads and the road related assets responsibly.

Key stakeholders include -

- Residents and businesses serviced by the road network
- Pedestrians including those with disabilities and the elderly with restricted mobility
- State Government - having responsibility for Local Government
- State and Federal Governments - as fund providers for road infrastructure development
- Councillors - as stewards of Council's infrastructure assets
- Community - as users of services
- Utilities / developers - as infrastructure providers
- Employees - having responsibilities for implementation of this Plan
- Contractors / suppliers - as providers of services required in the implementation of this Plan
- Emergency agencies (Police, Fire, Ambulance, State Emergency Service)

Council recognises the following as some of the key users of Council's roads and paths:

- Users of a range of miscellaneous smaller, lightweight vehicles such as cyclists mobility scooters, wheel chairs, prams, etc.
- Vehicle users such as trucks, buses, commercial vehicles, cars and motor cycles.
- Tourists and visitors to the area (for example, for recreation, sport, leisure and business).

## **1.7. COUNCIL IS A ROAD AUTHORITY**

Under the Local Government Act 1989, Council has the care and management of certain roads and under the Road Management Act, Council is a road authority. [Note that at the time of writing, most of the road related aspects of the Local Government Act remain within the 1989 version of the LG Act, and not the 2020 version LG Act.]

### **1.7.1. Role of a Road Authority**

Under the Road Management Act, a road authority must, in performing road management functions, have regard to the principal object of road management and the works and infrastructure management principles. As defined in S 20(1) of the Act:

*The principal object of road management is to ensure that a network of roads is provided primarily for the movement of persons and goods as part of an integrated transport system and that road reserves are available for other appropriate uses.*

### **1.7.2. General Functions of a Road Authority**

A road authority has the following general functions—

- to provide and maintain, as part of a network of roads, roads for use by the community served by the road authority;
- to manage the use of roads having regard to the principle that the primary purpose of a road is for use by members of the public, and that other uses are to be managed in a manner which minimises any adverse effect on the safe and efficient operation of the road and on the environment;
- to manage traffic on roads in a manner that enhances the safe and efficient operation of roads;
- to coordinate the installation of infrastructure on roads and the conduct of other works in such a way as to minimise, as far as is reasonably practicable, adverse impacts on the provision of utility services;
- to undertake works and activities above.

In seeking to achieve its functions, a road authority should—

- consult with the community and disseminate information in relation to the exercise of those functions;
- take steps as are reasonably practicable to ensure the structural integrity and safety of public roads in accordance with the Act.

### **1.7.3. Exercise of Functions and Powers of a Road Authority by Council**

In exercising its functions and powers as a road authority, Council will consider-

- the principal object of road management (see 1.7.1);
- works and infrastructure management principles;
- the rights of road users;
- the need to exercise the functions and powers within its overall policy and budgetary context;

- laws, policies, codes of practice, and other matters and priorities in relation to road management
- any roadside management plan developed to protect flora and fauna;
- any matters arising from consultation with the community, utilities and other stakeholders.

In exercising its functions and powers as a road authority, Council will -

- determine policies and priorities for the construction and maintenance of roads
- manage its road network in cooperation with other road authorities, utilities, providers of public transport, government agencies, community organisations and the private sector;
- seek to ensure—
  - the efficient and effective management and use of the road network and infrastructure to meet the needs of the community and road users;
  - the most efficient use of the resources available for road management;
  - that the public road network and infrastructure are as safe for users as is reasonably practicable;
- in the case of a coordinating road authority, coordinate the development and use of the road reserve.

#### **1.8. DEFINITION OF “ROAD”**

The Road Management Act defines a “road” as;

- (a) any public highway;*
- (b) any ancillary area;*
- (c) any land declared to be a road under section 11 or forming part of a public highway or ancillary area,*

and defines a “public highway” as;

*any area of land that is a highway for the purposes of the common law.*

#### **1.9. OBLIGATIONS OF ROAD USERS**

Council is limited in its ability and power to maintain the road network in a condition that provides an ideal environment for its intended use. Therefore it should be understood that road users have a responsibility when using a public road or path.

Section 17A of the Road Safety Act 1986 states the obligations of a road user as:

- (1) A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors, including (without limiting the generality) the –*
  - a) physical characteristics of the road;*
  - b) prevailing weather conditions;*
  - c) level of visibility;*
  - d) condition of the motor vehicle;*
  - e) prevailing traffic conditions;*
  - f) relevant road laws and advisory signs;*
  - g) physical and mental condition of the driver.*

*(2) A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all relevant factors.*

*(3) A road user must-*

- a) have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of the other road users.*
- b) have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve.*
- c) have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve."*

*(4) In subsection (3), infrastructure manager, non-road infrastructure, road infrastructure and road reserve have the same meanings as in section 3(1) of the Road Management Act 2004.*

#### **1.10. EXCEPTIONAL CIRCUMSTANCES**

Council will make every endeavour to meet all aspects of this Road Management Plan.

Periodically there will be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels of the Plan. These include but are not limited to natural disasters, such as fires, floods, or storms, or a prolonged labour or resource shortage.

In the event that the Council has considered the impact of such an event on financial and other resources of Council and its other conflicting priorities, and determined that some or all of the functions outlined in the Road Management Plan cannot be met, then in keeping with the intention of Section 83 of the Wrongs Act, the CEO will write to Council's Officer in Charge of this Plan to inform that some, or all of the timeframes and responses in Council's Road Management Plan are to be suspended.

Once the scope of the event/s have been determined, and the resources committed to the event response have been identified, then there will be an ongoing consultation between Council's CEO and the Officer in Charge of this Plan, to determine which parts of Council's Plan are to be reactivated and when.

Council's statements to residents about the suspension or reduction of the services under the Road Management Plan will include reference to how the work that will be done has been prioritised, and the period for which it is likely to be affected.

Unless otherwise advised, for the purposes of this section, the Officer in Charge of this Plan will be the Director Infrastructure, or the Officer acting in that role.

## **2. ASSET DESCRIPTION AND RESPONSIBILITIES**

### **2.1. COORDINATING ROAD AUTHORITY AND RESPONSIBLE ROAD AUTHORITY**

Council is both the Coordinating Road Authority and the Responsible Road Authority for municipal roads as defined in the Act.

### **2.2. REGISTERS OF PUBLIC ROADS AND PUBLIC FOOTPATHS**

Under Section 19 of the Act, Council must keep a register of public roads specifying the roads in respect of which it is the coordinating road authority and a register of public footpaths.

The register includes (but is not limited to) the name of each public road, the classification of the road, ancillary areas, and a reference to any arrangement under which road management functions in respect of any part of a public road or ancillary area is transferred to or from another road authority.

The Register of Public Roads and Register of Public Footpaths are available for viewing on Council's website, [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au), or during normal business hours at;

Municipal Offices, 18 Roberts Avenue, Horsham

During the hours of 9.00am to 5.00pm each working day:

The Registers are separate documents to this Plan.

### **2.3. ROADS REASONABLY REQUIRED FOR GENERAL PUBLIC USE**

Under Section 17 of the Act, the relevant coordinating road authority must register on its register of public roads a road which the road authority has made a decision that the road is reasonably required for general public use.

A road authority must remove a road from its register of public roads if the road authority has made a decision that the road is no longer reasonably required for general public use.

### **2.4. ROAD HIERARCHY**

A road hierarchy is a classification system which identifies the function of each road. It provides a basis for establishing the policies which will guide the management of the road, by grouping roads together into categories according to their intended service or qualities.

The hierarchy allows a road authority to set standards, and allocate the resources to construct and maintain an efficient and safe road network through differing,

- service levels
- frequencies
- intervention levels
- design/construction standards, and
- maintenance standards.

The definition of classes for Council's road hierarchy is shown in Table A1: Road Hierarchy in Appendix A.

## **2.5. FOOTPATH AND PATHWAY HIERARCHY**

Footpath maintenance standards are not necessarily reflected by the road classification, or the significance of the adjacent road within the network, but are instead determined by the level of pedestrian usage.

The key factor which influences the specific categories of footpath hierarchy is the volume of pedestrian traffic for that pathway with consideration given to the proximity to schools, aged care facilities, hospitals and public use establishments tending to attract greater numbers of pedestrians.

Council also maintains a network of shared paths, including those along some stream frontages. The footpath (inclusive of other pathways) hierarchy takes into consideration the levels of estimated foot and cycling traffic.

The definition of classes for Council's footpath hierarchy is shown in Table A2: Footpath and Shared Path Hierarchy in Appendix A.

## **2.6. MAINTENANCE CATEGORY:**

A maintenance category has been determined for each public road and footpath taking into account the above hierarchy as per Appendix A. Maintenance categories are used to define the level of maintenance commitment, including inspection frequency and maintenance response times.

The assets within category E will not be routinely inspected or maintained by Council. Council has included in its road register a category of roads identified as "Tracks". These are generally un-formed roads, that may only be distinguished from the adjoining land by the presence of wheel tracks, and which have very limited usage. In some cases they may be used for fire purposes. As per other category E assets, these will not be routinely inspected or maintained by Council, but Council will consider maintenance of these in limited circumstances, e.g. to facilitate access for fire vehicles.

## **2.7. DEMARCATIION AND MAINTENANCE AGREEMENTS WITH OTHER ROAD AUTHORITIES**

The Department of Transport and Planning is the coordinating road authority for national and state arterial roads within Victoria. Regional roads are managed by Regional Roads Victoria, a branch of the Department of Transport and Planning.

Arterial roads within the municipality are:

- Western Highway
- Henty Highway
- Wimmera Highway
- Natimuk - Frances Rd
- Horsham - Noradjuha Rd
- Natimuk Hamilton Rd
- Wombelano Rd
- Horsham Kalkee Rd
- Horsham – Lubeck Rd (part)
- Horsham - Minyip Rd

- Northern Grampians Rd.

Utilisation of some parts of the arterial network by Council is managed in accordance with the Code of Practice – Operational Responsibility for Public Roads – 2017,

Council will establish formal maintenance agreements with the neighbouring municipalities of Southern Grampians Shire Council, Northern Grampians Shire Council, Yarriambiack Shire Council, Hindmarsh Shire Council and West Wimmera Shire Council, and with the Department of Environment, Land, Water and Planning. The current maintenance responsibilities on boundary roads are reflected in the register of public roads.

Council is responsible for maintenance of:

- Local roads (listed in its register of public roads)
- Boundary roads as defined in the boundary road agreements
- Parking lanes on local roads
- Parking lanes on arterial roads within township boundaries
- Service roads on arterial roads
- Footpaths and kerbs and channels on local roads
- Kerbs and channels adjacent to parking lanes on arterial roads
- Bridges and culverts over natural waterways and drainage lines
- Underground drainage pipes, pits and pit lids.

Some other agencies are responsible for infrastructure within the road reserve, e.g.

GWMWater is responsible for maintenance of:

- Underground sewer pipes, pits and pit lids.
- Water valves and water mains
- Structures (bridges and culverts) over water supply channels
- Access roads to GWMWater facilities owned by GWMWater.

The Department of Transport and Planning is responsible for maintenance of:

- Arterial roads listed above
- Bridges and culverts on arterial roads

Telstra and other communication utilities are responsible for maintenance of their pits and pit lids.

Powercor is responsible for maintenance of power poles and power pits.

Landowners are responsible for private roads. In some cases these are listed in Council's register of public roads, noting that they are private roads, to remove uncertainty about responsibility for these roads.

Body Corporates are responsible for maintenance of any roads and footpaths constructed within their developments.

Any hazards identified in:

- Rural crossovers
- Railway crossovers and
- Utility assets

will be notified to the relevant asset owner within two weeks of Council recording a defect that exceeds the intervention level. The road shall be checked to confirm that it has been reinstated to Council's standards within four weeks of reporting the hazard to the related party.

## **2.8. CROWN LAND**

A number of roads are located on crown land managed by the Department of Energy, Environment and Climate Action (DEECA). Roads through crown land managed by Council are recorded in Council's Register of Public Roads.

## **2.9. RAIL SAFETY**

A road manager must identify and assess, so far as is reasonably practicable, risks to safety that arise from the existence or use of any rail crossing that is part of the road or path infrastructure and determine measures to manage, so far as is reasonably practicable, any risks identified and assessed.

## **2.10. OFF ROAD PATHS**

Council owned paths, tracks and trails that are not located on road reserves are not included in the Council Register of Public Roads as they are not covered under the Road Management Act but where appropriate Council adopts the same standards consistent with this Plan.

## **2.11. LANDOWNERS RESPONSIBILITIES - DRIVEWAYS**

Driveways are the responsibility of the owner of the land for which the driveway provides access to and from the road. The landowner is responsible for that part of the driveway as shown in Figure 1, specifically;

- The infills between the kerb and channel and the footpath, and the footpath and property line, and
- The layback through the kerb (excluding the channel).
- The immediate surrounds impacted on by the driveway.

The footpath crossover is part of the footpath and is the responsibility of Council however Council may charge the landowner for the cost of repairs to damage to the footpath caused by vehicles using the driveway.

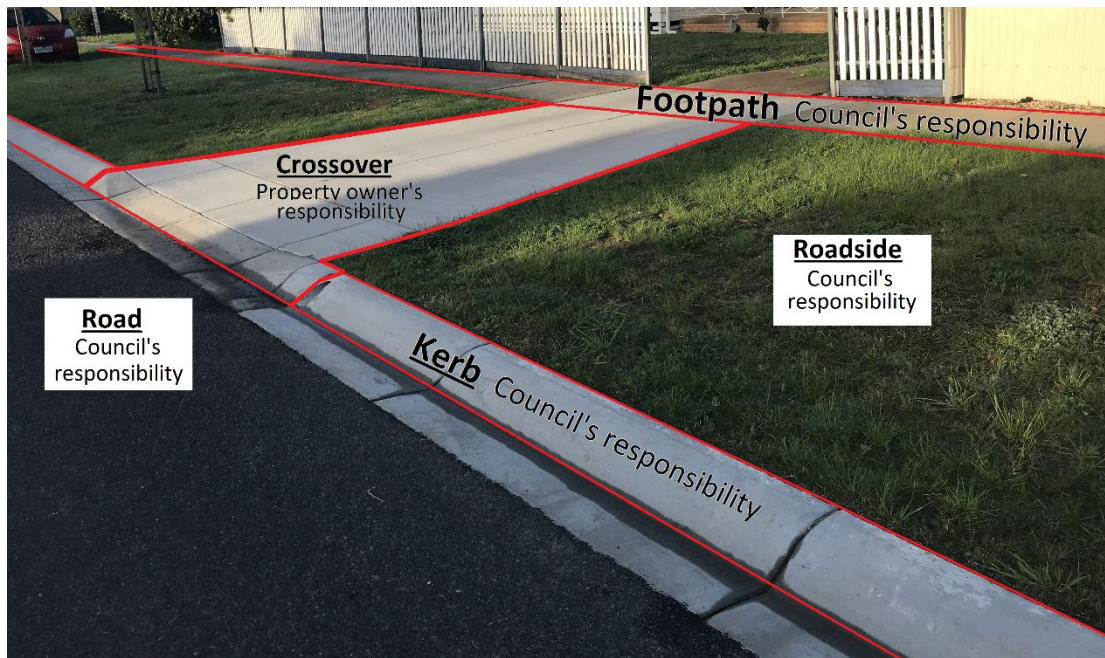


Figure 1 – Driveway responsibilities – Urban areas

Note – The Road Management Act (s107) specifically states that a road authority does not have a statutory duty or a common law duty to maintain, inspect or repair a roadside

Arrangements are similar for culvert crossings over an open table drain (in urban or rural areas) where the owner's responsibilities are:

- Culvert and endwalls.
- Driveway infill between the road edge and the property line excluding any footpath crossover.
- Maintenance of the road seal adjacent to the driveway to be free of loose material sourced from the property or the driveway.

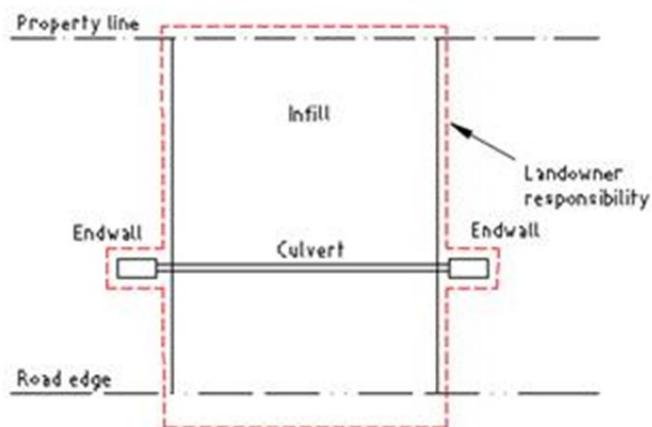


Figure 2 – Driveway responsibility – Rural areas

When Council identifies hazards within the area of the crossover for which the property owner is responsible, the property owner will be informed of the identified hazard and provided with a timeframe in which to rectify the hazard.

However, there may be occasions where a property owner's asset is presenting a hazard in an area of the road or footpath that Council is responsible for. For example, a tree branch protruding from the property owner's premises and overhanging the footpath for which Council is responsible and is presenting a hazard to pedestrians. As above, the property owner will be informed of the identified hazard and provided with a timeframe in which to rectify it.

Failure to remove such obstructions will be referred to Council's Community Safety Unit for action under the applicable local law.

Council retains the right to direct the standard of construction, materials and location of driveways within the road reserve. Council also reserves the right to reconstruct / replace the footpath at its sole discretion.

On grading of roads or other maintenance, Council will remedy any culverts that are inadvertently impacted by the grading, e.g. where they are blocked due to movement of road material.

### **3. LEVELS OF SERVICE**

#### **3.1. GENERAL**

A Level of Service is the defined quality of service for a certain activity or area, (i.e.; roads, kerbs and channels, footpaths) against which the performance of each asset can be measured in both function and presentation.

Levels of Service ideally relate to quality, reliability, responsiveness, quantity, accessibility and cost. Levels of service must be meaningful and must address the issues that customers believe to be important while meeting the technical parameters within Council's resources.

The levels of service in this plan have been identified and developed from:

- Acquired knowledge of key infrastructure issues;
- Customers' expectations;
- Council's policies, goals and strategies;
- Legislative requirements and standards;
- Level of risk
- Available resources (funding levels, staffing, asset capacity).

#### **3.2. COMMUNITY CONSULTATION AND STAKEHOLDERS EXPECTATIONS**

Consultation requirements for the review of the Road Management Plan are defined in the Road Management Act 2004 and its related regulations. Key elements of this engagement included publishing details of the review on or in:

- Council's website (including a copy of relevant documents)
- The Government Gazette
- Council's public notices in the print media.

Community consultation was undertaken as part of the development of the initial Council Road Management Plan to measure residents' perceptions of Council's performance on road maintenance, major construction works, street furniture, Council signs, line marking, flooding of roads and complaints and related requests made to Council.

Further consultation has been undertaken at each subsequent review of the Plan.

Consultation on the 2021 major review of the Plan is documented in that version of the document.

This 2022-23 minor review in relation to vegetation overhanging footpaths and the identification of some very minor roads referred to as tracks, was the subject of a separate engagement process, involving notices and letters to landholders adjoining the roads proposed to be identified as tracks.

Often, this consultation has identified concerns about the construction standard of a particular road, which is outside the scope of this Plan.

In the 2021 review, consultation was linked to Council's consultation on the Rural Road Network Plan, where the focus of consultation was on:

- The appropriateness of the levels of service for each different road hierarchy level.
- The hierarchy level of certain roads.

This consultation included a series of eight community workshops around the municipality in the week of 10 May 2021, which was followed up by some web-based engagement supported by public media and social media coverage to highlight the calls for input to Council's plans.

The draft Road Management Plan was advertised for public comment on (TBC) 26 April 2023 and comments closed on 26 May 2023.

Four submissions and/or enquiries were received on the road management plan.

The following issues were raised in the consultation:

- Concern that particular tracks would be closed. That is not the intention, instead, certain roads will be classified as tracks reflecting the historic maintenance status.
- That certain roads were required to facilitate CFA activities. This is acknowledged and supported. Council will continue to respond to CFA requests for maintenance on the roads to be classified as tracks.
- Two queries were also received seeking further information about the nature of the proposed changes, but these respondents did not make a subsequent submission.

### **3.3. STANDARDS OF MAINTENANCE**

The standards of maintenance applicable to roads subject to this Plan are detailed in Appendix B, which sets out;

- a) the schedule of inspections to be undertaken of specified matters at specified intervals;
- b) intervention levels where action is to be taken with respect to repair or maintenance action;
- c) the rectification expected to be undertaken;
- d) the response time applicable to the intervention action under point c) above;
- e) provision, as far as practicable, for the unpredictable, i.e. emergencies, natural disasters;

### **3.4. ENVIRONMENT**

When undertaking roadworks, Council will comply with its *Environmental Management Plan (Including Cultural Heritage Aspects) Roads Construction & Maintenance*, and with the guidelines for managing native vegetation on roadsides provided by the Department of Environment, Land, Water and Planning.

### **3.5. MUNICIPAL FIRE MANAGEMENT PLAN**

Council undertakes mowing, slashing, grading and weedicide application on road reserves, in accordance with the Municipal Fire Management Plan, for the maintenance of strategic fire breaks.

## **4. ROAD MAINTENANCE MANAGEMENT SYSTEM**

### **4.1. INSPECTIONS**

Asset inspections and surveys and the resulting information are required for competent management of the road network assets. Three primary inspection systems have been implemented. The first two as per 4.1.1 and 4.1.2 are aimed at defect identification and measurement of those against stated intervention levels to determine whether remedial works are required. The third as per 4.1.3 is an overall general condition inspection of the network to assess remaining lifespan and assist with long term planning and programming of asset renewal. Condition inspections are high level inspections and are not intended to identify and measure specific defects, this is done via the other two inspections.

The primary inspection types are:

#### **4.1.1. Reactive Safety Inspections**

These inspections are to assess if a reported defect is outside the tolerable level as defined in the relevant intervention level as per Table B4 in Appendix B. These are reactive by nature and are undertaken following notification to Council by members of the community or by Council employees while undertaking their normal work duties. When identified by community members, these inspections are first recorded in Council's customer response system, Merit, and transferred into the Reflect asset maintenance system for action by staff. Where identified by staff, the inspections are recorded directly into the Reflect system.

#### **4.1.2. Programmed Proactive Inspection**

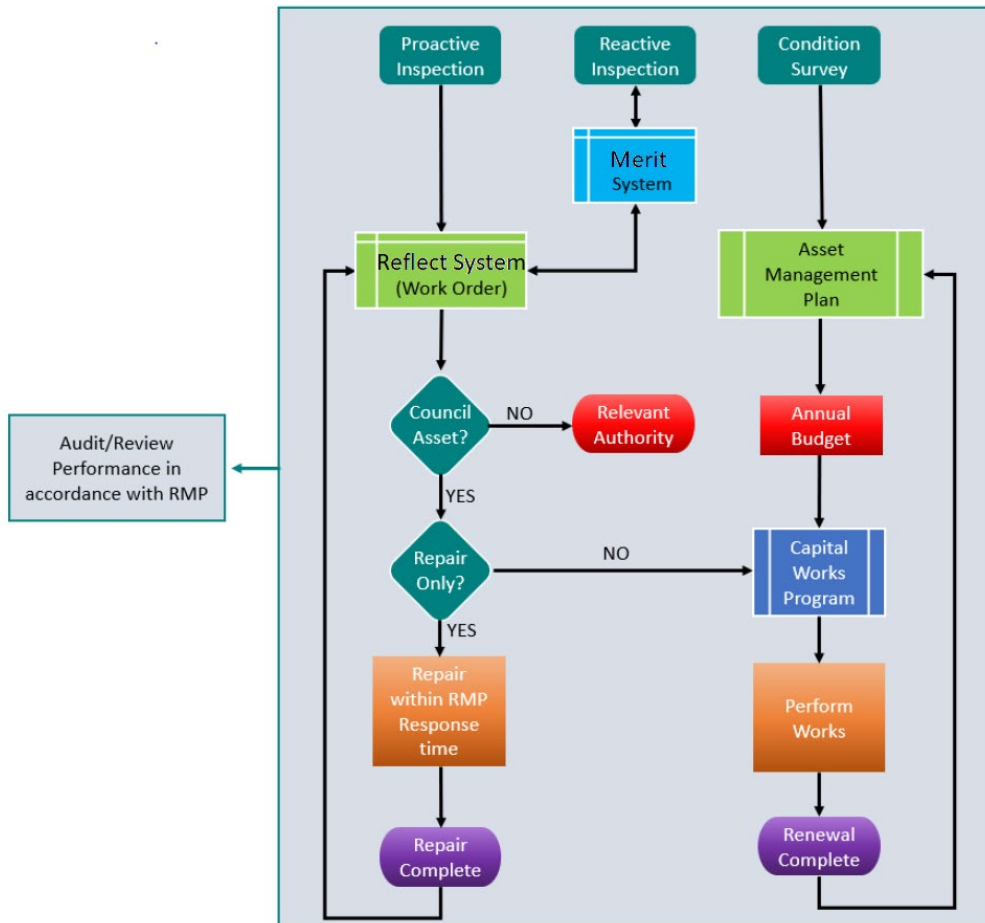
These inspections are undertaken in accordance with the schedule specified in Appendix B Table B1 – to monitor asset condition and asset defects against stated intervention levels as outlined in Appendix B – Table B4. The inspection frequencies for roads have been determined on the basis of road hierarchy.

#### **4.1.3. Condition Inspections**

Condition inspections consider the overall structural integrity of the roadway (pavement, kerb and channel, table drains at a high level to assess the ability of that asset to perform for the period of its intended life span. This condition information provides lifecycle management information essential to strategic long term planning.

Programmed and condition inspections are undertaken by way of a formal scheduled regime.

The diagram below shows the process in Council's asset and maintenance management system for managing inspections and maintenance activities relating to roads.



Staff carrying out inspections are trained in the requirements of this Road Management Plan, with periodic reviews. These staff also participate in regular review meetings to monitor performance against the requirements of the Plan.

#### 4.2. **NOTIFICATION OF POTENTIAL HAZARDS - SERVICE REQUESTS**

Requests for works to be undertaken, both from external and internal customers are entered in Council's customer request system. This system has been established to receive and deal with service requests, complaints and other information from users and the community. A customer request will generate a reactive inspection task in Council's maintenance management system, depending on the level of perceived risk.

The following information is recorded and processed to determine the required priority of the responding inspection: -

- the nature, location and extent of the perceived hazard requiring investigation by Council
- name and address of person reporting the hazard.

Details of any repair and / or maintenance are recorded on completion.

This system provides for the regular monitoring and review of the community's service requests, complaints and information regarding the nature and standard of responses.

#### **4.3. ESTABLISHING WORKS PRIORITIES**

Council will establish works priorities in accordance with;

- the response times shown in Appendix B
- the level of risk associated with each hazard
- operational efficiency, i.e. aiming to remedy hazards in relative proximity to each other, and
- budget constraints.

#### **4.4. EMERGENCY RESPONSE**

Council provides an emergency response service for maintenance issues that arise outside normal business hours. This service is provided to enable the Police, emergency services or a member of the public to report an emergency or high risk situation.

The sequence to emergency response is as follows:

- Initial safety inspection to confirm the extent of hazard
- If a public hazard is considered as an emergency, either perform temporary repairs or barricade immediately
- If barricades are erected, inspect on a regular basis to ensure barricades are still effective
- Attend to the rectification within the specified response times

Response times are set out in Table B4 in Appendix B

In extreme events, these response times may not be achievable due to resource limitations at the time.

#### **4.5. RECORDS OF INSPECTIONS AND MAINTENANCE WORKS**

Records of all inspections and maintenance works undertaken on the road and paths network are kept in the maintenance management system to meet the requirements of the Act and this Plan. In particular, defects above Intervention Levels are to be identified and prioritised before rectification/repair works are undertaken.

## **5. PERFORMANCE MANAGEMENT AND REVIEW**

### **5.1. PERFORMANCE MEASURING OF THE PLAN**

The following activities will be undertaken to measure the performance of the plan:

<b>Performance Measure</b>	<b>Description</b>
Customer satisfaction surveys	Telephone survey poll conducted as a part of Victorian Local Government Satisfaction Survey
Customer Service request	The quantity and type of service requests received are analysed annually to evaluate the performance of maintenance activities against the agreed level of service
Actual versus prescribed response time	The analysis of prescribed time versus the actual time taken to inspect and rectify the defect

### **5.2. INTERNAL AUDITING OF PROCESSES**

Internal audits are carried out twice each year of the following processes;

- Collection and storage of condition information;  
Recording of complaints/requests in the appropriate database in the manner required;
- Complaint/request is inspected and/or assessed in relation to specified maintenance intervention levels; A sample audit of this process to be undertaken
- That programmed inspections are carried out as scheduled;
- Relevant inspection reporting and recording mechanisms are in place;
- That reported defects are being properly recorded in the system;
- Where required, appropriate rectification responses are determined and works orders issued;
- Where customer requests require scheduling of works onto annual maintenance programs or long-term renewal works programs, that the required listing takes place;
- Record that maintenance works have been delivered as intended (i.e. someone has signed off on the satisfactory completion of the work);
- Management system in place to record and respond to customer enquiries;

The Manager Strategic Asset Management is responsible for overseeing the audit process, and for reporting the outcome of the internal audits to Council's Executive Management Team. This reporting will include the highlighting of any non-compliance and the actions already taken or required to remedy any non-compliance.

### **5.3. AMENDMENT OF ROAD MANAGEMENT PLAN**

This Plan may be reviewed from time to time to reflect changes to legislation, agreed levels of service, management systems, availability of resources or other factors that affect the Plan.

Any review will be carried out in accordance with the consultation and approval processes as detailed in Section 54 of the Act.

#### **5.4. STATUTORY REVIEW OF THE PLAN**

Regulation 301 of the Road Management (General) Regulations 2005, requires Council to conduct a review of its road management plan within the period referred to in section 125(1)(b) of the Local Government Act 1989 which states *“A Council must prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later”*. However, the Local Government Act 2020 has superseded that clause, with the new LG Act now requiring Council Plans to be reviewed by 31 October in the year following a general election (section 90 (3)). This date now applies for review of the Road Management Plan, i.e. 31 October 2021.

## **APPENDICES**

**Appendix A –Road and Footpath Hierarchies**

**Appendix B - Inspection Frequency**

**Appendix C - Road Management Plan Risk Management**

## Appendix A

Table A1: Road Hierarchy Classes

NAME	FUNCTION	Indicative Traffic Volume (VPD)	Category
Link	Roads other than arterial roads that link significant destinations <sup>1</sup> and are designed for efficient movement of people and goods between and within regions. Also provide property <sup>2</sup> access. Link Roads may consist of a number of roads which form a route.	Rural >100 Urban >1000	A
Collector	Roads other than arterial or link roads that provide movement of traffic within local areas and connect access roads to a substantial number of higher order roads. Also provide property access.	Rural 50 - 100 Urban 500 - 1000	B
Access	Roads other than arterial, link or collector roads, that provide access to the street address of occupied properties <sup>3</sup> .	Rural < 50 Urban < 500	C
Minor	Roads other than arterial, link, collector or primary access roads that provide access to occupied property other than to the street address, or access to non-occupied abutting properties <sup>4</sup> , and non-residential property.	Less than 50	D
Ancillary Area	An area of land owned or managed by Council, maintained by a responsible road authority as ancillary to a public road.		C
Path	A road reserve that contains a constructed pathway but does not contain a constructed or formed roadway.		C
Paper Road	Road reserve not reasonably required for general public use		E
Tracks	Typically un-formed roads which are not generally used by the public, but which may have very limited occasional use, e.g. for fire purposes.		E

Notes:

1. Significant destinations
  - Rural include towns (excluding suburbs), with a minimum population of 200, major tourist attractions and places of significance.
  - Urban include arterial roads, towns, major tourist attractions, and
2. Property means an area of land with its own title.
3. Occupied property means a property which is occupied for residential purposes or commercial purposes where workers attend for work on a number of days per week basis.
4. Non-occupied property means a property which is not occupied for residential purposes or commercial purposes where workers attend for work on a number of days per week basis.

**Table A2: Footpath and Shared Path Hierarchy**

<b>Hierarchy</b>	<b>Broad description</b>	<b>Category</b>
F1	<p><b>High Use &amp; Risk:-</b> Major shopping centres and heavily used pedestrian areas.</p> <p>Horsham Central Business District; Intermittent high pedestrian use areas (examples are, sporting complexes; medical/hospital facilities, retirement complexes; etc) . (Category includes 'Sure Walk' paths)</p>	<b>A</b>
F2	<p><b>Medium Use &amp; Risk:</b> - Busy urbanised areas and heavy use link paths.</p> <p>Moderately pedestrian use areas. Typical of these are small suburban shops; walking /running and leisure tracks with high usage, such as Wimmera River track adjacent to Barnes Blvd ;</p>	<b>B</b>
F3	<p><b>Lower Use &amp; Risk:</b> - Less frequently used paths.</p> <p>Footpaths in less well used areas ;running tracks; cycle and Recreational tracks.</p>	<b>C</b>

**Appendix B.****LEVEL OF SERVICE AND RISK REDUCTION TABLES****Table B1: Hazard Inspection Frequency**

Hazard Inspection Type	Hazard Inspection Frequency by Maintenance Category				
	Link / A	Collector / B	Access / C	Minor/D	Paper and Track/E
Day-time (roads)	6 months	12 months	24 months	36 months	N/A
Night-time (roads)	24 months	48 months	N/A	N/A	N/A
Day - time footpath and shared path	4 months	12 months	24 months	N/A	N/A
Inspection following flood or fire event	4 weeks	4 weeks	4 weeks	4 weeks	N/A
Night inspection following fire event	8 weeks	8 weeks	8 weeks	8 weeks	N/A

**Table B2 Reactive Inspection timeframes**

Inspection Type	Hazard Inspection Frequency by Maintenance Category				
	Link / A	Collector / B	Access / C	Minor/D	Paper and Track/E
Emergency response	24 hours	24 hours	24 hours	48 hours	48 hours
All other requests	1 week	2 weeks	4 weeks	4 weeks	4 weeks

**Table B3 Infrastructure Defects to be considered by inspection type**

Inspection Type	Items to be included in inspections
Night-time inspection of sealed road	Visibility of signage, line-marking, guide posts and raised reflective pavement markers (RRPMs)
Night-time inspection of unsealed road	Visibility of signage and guideposts
Day-time inspection of sealed road	Potholes, edge breaks, major cracks, shoulder drop-offs, bleeding or stripping of seal, excessive loose stones, signage, line-marking, guideposts, RRPMs, table drain, culverts, kerb and channel and vegetation clearance
Day-time inspection of unsealed road	Potholes, loose material, pavement failures, signage, guide posts, table drains, culverts and vegetation clearance
Footpath and shared paths	Vertical lips, pit lids and similar utility assets, potholes, mounds or depressions and vegetation clearance, traffic control signs at road intersections, reflectors on bollards
Reactive inspection	Inspection of the specific defect reported to Council and compared to the stated intervention levels in Table B4.

**Table B4: Defect intervention levels and Response times**

Description of Defect	Response Time				
	Link / A	Collector / B	Access / C	Minor/D	Paper and Tracks/E
<b>Obstructions to Traffic</b>					
Fallen trees and/or limbs encroaching onto the traffic lane, materials fallen from vehicles, dead animals, wet clay and other slippery substances or other obstacles	24 hrs	24 hrs	2 weeks	2 weeks	N/A
Accumulation of dirt or granular materials on the traffic lane of sealed roads (of a quantity that creates a hazard)	1 week	2 weeks	2 months	2 months	N/A
Ponding of water > 300 mm deep, , oil spills, stray livestock – merge this with line 1 above.	24 hrs	24 hrs	2 weeks	2 weeks	N/A
<b>Pavement or Surface Defects</b>					
<b><u>Sealed Roads:</u></b> Potholes in traffic lane of road pavement greater than 300 mm in diameter and greater than 100 mm deep.	4 weeks	2 months	6 months	6 months	N/A
Deformations greater than 100 mm under a 3 m straight edge	1 month	6 months	6 months	6 months	N/A
Edge drop offs onto unsealed shoulder greater than 100 mm over the distance greater than 1 metre	2 months	2 months	6 months	6 months	N/A
Edge break exceeds 150 mm laterally over at least a 1 m length from the nominal edge of seal	4 weeks	2 months	3 months	6 months	N/A
When “bleeding” bitumen is sticking to tyres or shoes	2 weeks	2 weeks	2 weeks	2 weeks	N/A
Traffic islands have damaged paving or kerbing that presents a hazard to traffic and/or pedestrians	4 weeks	2 months	3 months	6 months	N/A
<b><u>Unsealed Roads (Paved or Unpaved)</u></b> Potholes in traffic lane of road pavement greater than 500 mm diameter and 150 mm deep.	2 months	6 months	6 months	12-24 months	Reactive as per request
Deformations greater than 150 mm under a 3 metre straight edge (includes rutting).	2 months	6 months	6 months	12-24 months	Reactive as per request
Loose sand greater than 150 mm deep and greater than 10 m long	6 months	12 months	12 months	12-24 months	Reactive as per request
Corrugations greater than 50mm in depth for a length >500m or total road length.	N/A	3 months	6 months	12 months	Reactive as per request
<b>Drainage</b>					
<b>(Urban Roads)</b> Damaged or missing drainage pit lids, surrounds, grates, broken pipes (causing hole in pavement or subsidence) in pedestrian areas or traffic lanes	24 hours	24 hours	2 weeks	2 weeks	N/A
Kerb and Channel – Vertical misalignment > 100 mm or horizontal misalignment >250 mm over less than 3m length (greater than this requires referral to Capital Works Program)	4 weeks	2 months	3 months	6 months	N/A
(Rural Roads) Blocked culverts and/or table drains, damaged headwalls	2 months	6 months	6 months	12 months	Reactive as per request

Description of Defect	Response Time				
	Link / A	Collector / B	Access / C	Minor/D	Paper and Tracks/E
(Rural Roads) Broken or displaced pipes (causing hole in pavement or subsidence) in traffic lane	24 hours	1 week	1 month	2 months	Reactive as per request
ROADSIDE					
Vegetation – Trees, Shrubs and Grassed Areas					
Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of safety signs**	4 weeks	4 weeks	2 months	2 months	Reactive as per request
Vegetation intruding within an envelope over roadways from the back of shoulder and/or kerb and a minimum of 4.5 m height clearance over pavement and the trafficable portion of shoulders	2 months	6 months	12 months	12-24 months	Reactive as per request
Vegetation which presents a physical hazard to the public over pedestrian / bicycle paths, intruding into a clearance envelope between the edges of path and a minimum of 2.5 m height clearance over path	Refer to Footpaths section below				
ROADSIDE FURNITURE/SIGNAGE/PUBLIC UTILITIES					
Safety Signs **					
Safety signs ** missing, illegible or damaged making them substantially ineffective	4 weeks	4 weeks	2 months	2 months	Reactive as per request
Regulatory Signs					
Regulatory signs missing, illegible or damaged making them substantially ineffective	1 week	1 month	2 months	3 months	Reactive as per request
Warning Signs					
Warning signs missing, illegible or damaged making them substantially ineffective	1 week	1 month	2 months	3 months	Reactive as per request
Temporary signs, associated either with works in progress or as a preliminary response to other RMP hazards	1 day	1 day	1 week	2 weeks	Reactive as per request
Tourist and Service Signs					
Tourist & Services signs missing, illegible or damaged making them substantially ineffective	1 month	1 month	2 months	6 months	Reactive as per request
Other signs					
Other signs such as street fingerboards missing, illegible or damaged making them substantially ineffective	2 months	2 months	3 months	6 months	Reactive as per request
Guideposts					
Missing or damaged making them substantially ineffective	2 months	2 months	6 months	6 months	Reactive as per request

Description of Defect	Response Time				
	Link / A	Collector / B	Access / C	Minor/D	Paper and Tracks/E
<b>Safety Barriers and Fencing</b>					
Missing or damaged making them substantially ineffective	4 weeks	4 weeks	2 months	6 months	Reactive as per request
<b>Pavement Markings / Line Marking</b>					
Missing, illegible or confusing	3 months	3 months	6 months	6 months	Reactive as per request
<b>Bus Shelters</b>					
Bus shelter has broken or damaged components such as glass walls, seats, roof etc. that present a hazard to pedestrians and/or traffic	4 weeks	2 months	3 months	6 months	N/A
<b>Non-Standard Street Lights</b>					
Non-standard streetlights with lamp malfunction, broken or damaged components such as poles, lamp shade etc. that present a hazard to pedestrians and/or traffic	2 weeks	1 month	2 months	3 months	N/A
<b>STRUCTURES (BRIDGES AND MAJOR CULVERTS)</b>					
Damage affecting structural performance	2 weeks	2 weeks	2 weeks	4 weeks	Reactive as per request
<b>TRAFFIC SIGNALS AND ON-ROAD ELECTRICAL ASSETS</b>					
Traffic signal inoperable or confusing	24 hrs	24 hrs	24 hrs	24 hrs	N/A
<b>FOOTPATHS AND SHARED PATHS</b>					
Defective with a vertical step greater than 25 mm	4 weeks	4 weeks	4 weeks	N/A	N/A
Footpath mounds and depressions greater than 100 mm under a 1.2 m straight edge	4 weeks	3 months	6 months	N/A	N/A
Vegetation growing on the road reserve which presents a physical hazard to the public intruding into a clearance envelope 0.5 m from the edge of path and a minimum of 2.1 m height clearance over path.	4 weeks	4 weeks	4 weeks	N/A	N/A
Wet and slippery surface, accumulation of dirt, debris or granular material that becomes a hazard to pedestrians or cyclist	3 weeks	4 weeks	2 months	N/A	Reactive as per request
Surface cracking wider than 20 mm on footpath and/or pathways	4 weeks	3 months	6 months	N/A	N/A
Hole in asphalt or concrete path >100 mm dia. and >50 mm deep	1 week	4 weeks	2 months	N/A	N/A

\*\* A "safety sign" is a road sign that provides the driver with advice on the safe use of the road.

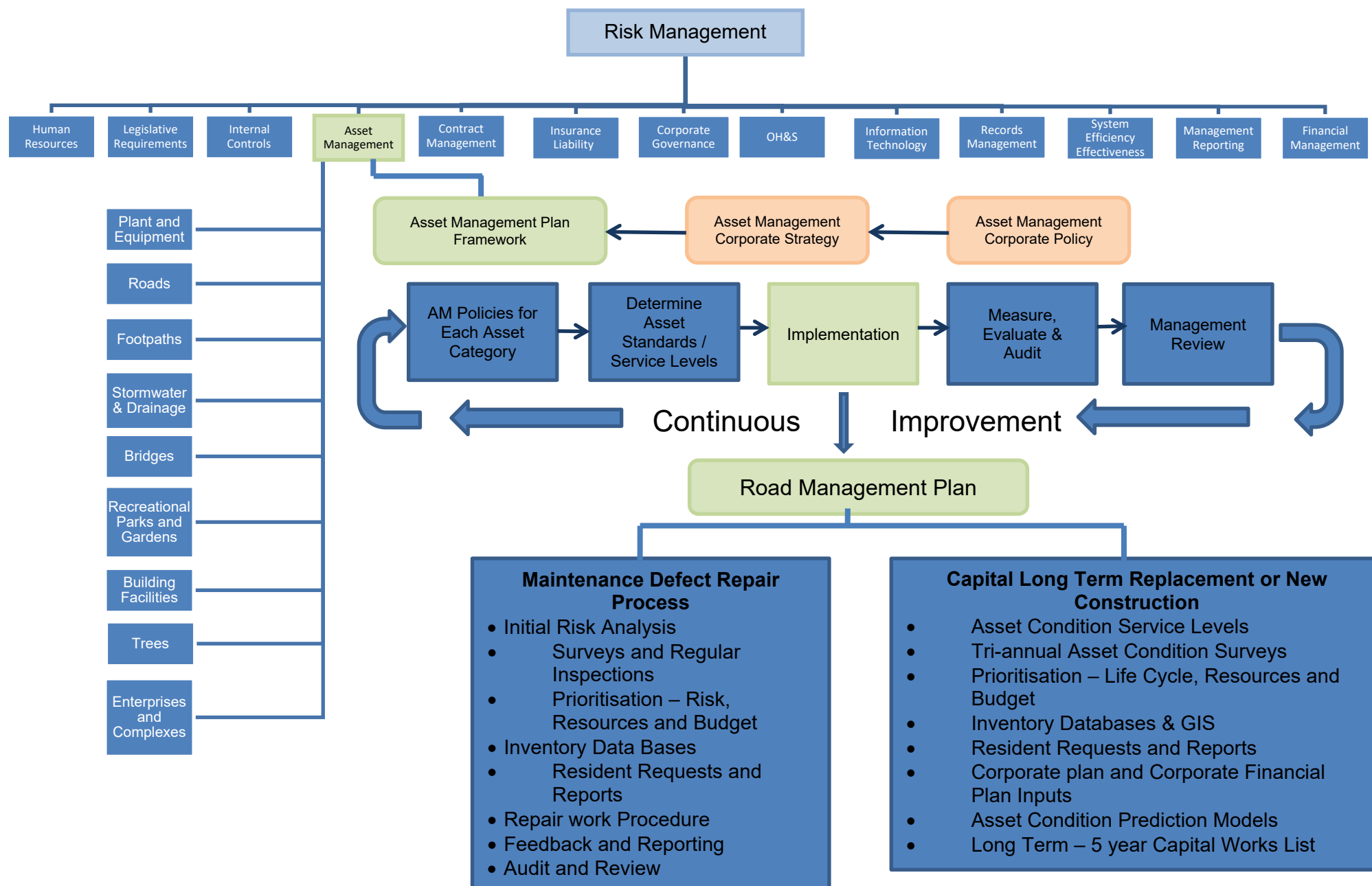
Where it is not possible to rectify the defect within the specified response time due to workload, the level of resources required, or site conditions (e.g. wet weather) appropriate warning is to be provided until the repair can be completed.

Appropriate warning could include, for example:

- Provision of appropriate warning signage or similar

- Traffic control action
- Diverting traffic around the site
- Installation of a temporary speed limit lane closure
- Closure of the road to use by certain vehicle (e.g. a load limit)
- Road closure
- Publicity/media advice

Response may be in the form of written advice of proposed future action or referred to Council for budget consideration with associated immediate action to reduce risk, if required.



# COUNCIL BUDGET 2023-2024

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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

## Mayor's Introduction

It is with pleasure that I introduce the 2023-24 Horsham Rural City Council Budget.

This is the second budget prepared under the guidance and influence of the Council Plan 2021-2025. The document outlines a broad range of over 50 services under Council's five themes of Community, Liveability, Sustainability, Accessibility and Leadership.

Council has also developed the second iteration of the Annual Action Plan (Year 2) incorporating community feedback. The Plan includes the priorities against the Council Plan and initiatives identified for inclusion in this year's budget for delivery in 2023-2024.

This year represents another year of budget preparation under the State Government's Fair Go Rates system which saw the introduction of rate caps in 2016. These rate caps limit the amount Council can increase its total revenue from general rates and municipal charges for the coming financial year and are announced by the Minister for Local Government. On 29 December 2022 the Minister announced a new rate cap of 3.5 per cent for all Councils for the 2023-24 financial year. Independent advice from the Essential Services Commission recommends rate cap rises in line with the Consumer Price Index however the State considered the cost of living pressures facing rate payers and set the rate cap slightly below the recommended amount. Council has accordingly increased rates in line with the 3.5 per cent rate cap for the 2023-24 financial year.

Mindful of the cost of living pressures, Council has increased the pensioner rebate amount from \$30 to \$50. This rebate is the amount Council funds over and above the State Government rebate offered to pensioners. Council has also maintained the Municipal Charge at the reduced rate of \$200 (reduced last year from \$240 to \$200) noting the detrimental impact any further reduction would have on farm and residential properties. For the same reason Council has maintained the farm differential at 50% of the general residential rates.

As with the 2022-23 budget, the costs associated with Council's waste collection services have continued to grow due to the State Government's Environmental Protection Agency (EPA) levy and the introduction of the 4 Bin Policy to comply with the State Government's bin collection policy. Given the introduction of the 4 Bin Policy, Council have dramatically increased their service performance indicator for waste diversion from landfill (from 24% in 2022-23 to 40% in the 2023-24 budget year).

The proposed capital works budget is \$22.86 million, made up of \$6.88 million of new projects, \$12.04 million in renewal and \$3.95 million in upgrades. The program will be funded by \$8.26 million of grant funding, \$13.67 million of Council cash from operations, reserves and investments and \$400,000 of new borrowings.

While the complete Capital Works program is provided on page 38 of the budget document, some of the highlights from this year's capital works budget are:

- Further progress on the City to River works, featuring the City Oval netball courts and netball pavilion, the events stage and initial works on the community centre/change room facility. \$4.2 million is budgeted for these works in 2023-24.
- The Wesley Performing Arts Centre refurbishment, with \$1.958 million budgeted dependent on significant grant funding of around \$1.4 million to enable these works to proceed.
- An ongoing focus on renewal of key infrastructure, including roads and related infrastructure in rural and urban areas. This includes upgrades of sections of the Dimboola-Minyip Road, Noradjuha-Tooan East Road and North East Wonwondah Road, as featured in the Rural Road Network Plan, and enabled through significant funding from the Australian Government's Heavy Vehicle Safety and Productivity Program.

- The roads and related infrastructure capital program has a budget provision of \$6.8 million, of which some \$5.5 million relates to renewal of existing assets. This includes an increase from \$0.9 million in 2022-23 to \$1.0 million in the 2023-24 budget for re-sheeting gravel roads, and \$0.52 million for heavy patching on sealed rural roads.
- The purchase of the Johnson Asahi site in Plumpton Road for Council's new depot and detailed planning to adapt that site to Council's needs – with \$2.26 million budgeted.

Council endorses the 2023-24 Budget as financially responsible, fair & equitable, and are pleased to provide the budget to our community.

**Cr Robyn Gulline**  
**Mayor**

## Executive summary

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres. The Wimmera Southern Mallee encompasses 20 percent of the area of Victoria and only 1 percent of the population. Horsham Rural City Council has an estimated residential population of approx. 20,000 and three quarters of residents live within the urban area of Horsham.

The work of the Community Panel to develop the Horsham 2041 Community Vision, together with a new Council Plan, Asset Plan and 10-year Financial Plan, has guided the development of this budget.

The Ministerial Rate Cap of 3.5% means Council must continue to find ways to deliver its services more efficiently and to consider what services that the community still needs council to deliver and at what level that service should be delivered.

The replacement of the financial systems as part of the Rural Council's Corporate Collaboration project will see our relationship with Hindmarsh and Loddon Councils improve our capacity to drive efficiencies in Corporate Services through collaborative arrangements and to also help us to respond to new legislative requirements and challenges.

### Major capital projects in the 2023-24 budget include:

- Further progress on the City to River works, featuring the City Oval netball courts and netball pavilion, the events stage and initial works on the community centre/change room facility. \$4.2 million is budgeted for these works in 2023-24.
- The Wesley Performing Arts Centre refurbishment, with \$1.958 million budgeted for this. This is dependent on significant grant funding of around \$1.4 million to enable these works to proceed.
- An ongoing focus on renewal of key infrastructure, including roads and related infrastructure in rural and urban areas. This includes upgrades of sections of the Dimboola-Minyip Road, Noradjuha-Tooan East Road and North East Wonwondah Road, as featured in the Rural Road Network Plan, and enabled through significant funding from the Australian Government's Heavy Vehicle Safety and Productivity Program.
- The roads and related infrastructure capital program has a budget provision of \$6.8 million, of which some \$5.5 million relates to renewal of existing assets, which includes an increase from \$0.9 in 2022-23 to \$1.0 million in the 2023-24 budget for resheeting gravel roads, and \$0.52 million for heavy patching on sealed rural roads.
- Purchase of the Johnson Asahi site in Plumpton Road for Council's new depot and detailed planning to adapt that site to Council's needs - \$2.26 million.

## Budget on a Cash Basis

Council traditionally delivers a budget that is balanced on a cash basis in line with its objectives in the 10-year Financial Plan. This means that rate revenues received plus other general revenue (such as interest and untied grants) are equal to the net cash cost of the provision of services and the delivery of capital works. This budget has also been enhanced by preparation on the accrual basis.

## Key Statistics

- **Total Revenue:** \$62.0 million (2022-23 = \$59.6 million)
- **Total Expenditure:** \$56.1 million (2022-23 = \$55.6 million)
- **Surplus/(Deficit) for the year:** \$5.9 million surplus (2022-23 = \$4.0 million surplus)  
or (Accounting Result) (Refer Income Statement in Section 3)
- **Underlying operating result:** \$3.9 million deficit (2022-23 = \$5.7 million deficit)  
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)

## Budget Influences

### External Influences

The following external influences have been taken into consideration in the preparation of the 2023-24 Budget as they are likely to impact on the services delivered by Council:

- **ECONOMIC CHALLENGES** – The economy generally is very uncertain, and the impacts of Covid-19 have been wide-ranging and disruptive. In framing the budget, council has considered closely the capacity of the community to pay versus the need to play a role in continuing economic activity within the community.
- **OPERATING COSTS:** The Consumer Price Index (CPI) rose 1.4% during the March 2023 quarter and over the twelve months to the March the CPI rose 7.0%.
- **RATE CAPPING** – The rate cap for 2022-23 is 3.5%.
- **SEASONAL CONDITIONS** – the last 3 seasons have seen good production levels and strong prices across most of the agricultural sectors. The strong economic performance continues to be reflected in ever increasing property prices for farmland.
- **STATUTORY SUPERANNUATION** – Statutory Superannuation contributions will rise by 0.5% in 2023-24 to 11% and will continue to rise by 0.5% each year for the next 2 years until it reaches 12% on 1 July 2025.

### Internal Influences:

The following internal influences have been taken into consideration in the preparation of the 2023-24 Budget as they are likely to impact on the services delivered by Council:

- **RURAL COUNCIL'S CORPORATE COLLABORATION** – Council received a \$5m State Government grant in 2019-20 for a collaborative project with originally six neighbouring councils, to implement a common finance, payroll, revenue and regulatory management system. Three councils now remain Horsham, Hindmarsh and Loddon. This will, in the longer term facilitate the sharing of corporate services functions across the councils which is expected to deliver efficiencies. Implementation of the new shared system will continue in 2023-24
- **WAGE MOVEMENT:** The Council's Enterprise Agreement expired on 30 June 2022 and negotiations continue.

## 1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Annual Budget links to the achievement of the Council Plan within Council's overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and the timing of the planning and budgeting cycle during the year.

### 1.1 Legislative Planning and accountability framework

Part 4 of the Local Government Act 2020 addresses planning and financial management. The legislative requirements to develop strategic planning, budgeting and annual reporting documents in Part 4 came into operation on 24 October 2020. The Act introduces strategic planning principles for Victorian Councils which include an integrated approach to planning, monitoring and performance reporting. This is an important shift from a more prescriptive form of legislation to a new Act that is principles-based.

The requirements in the new Local Government Act 2020 are to have the following documents:

- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- A Budget (for at least the next 4 financial years);
- A Workforce Plan (including projected staffing requirements for at least 4 years);

Council has in place a Planning and Budgeting Framework that reflects these new requirements. The diagram below depicts the planning relationships for Horsham Rural City Councils planning processes:



## 1.2 Our purpose

Council has recently developed the Horsham 2041 Community Vision through a deliberative engagement process and a Community Panel. The Vision has been utilised to inform the Council Plan and to structure the themes within the plan.

### THE HORSHAM 2041 COMMUNITY VISION

In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

#### SUSTAINABILITY

A sustainable community is driven by strong economic growth in a healthy and safe, natural environment.

#### ACCESSIBILITY

An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.

#### LIVEABILITY

A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing.

#### COMMUNITY

A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.



The Council's Strategic Direction that will support the achievement of the Community Vision:

**Horsham Rural City Council commits to working with the community, listening to and considering the knowledge and experience of residents, embracing social connection and valuing our natural environment. Opportunities for strong economic growth, accessibility and sustainability, will be delivered through good governance, strategic planning and transparent decision making.**

Council's Values:



1.3 Themes (Strategic objectives)

Council delivers services and initiatives for 43 separate service categories. Each contributes to the achievement of one of the five Themes as set out in the Council Plan for the years 2021-25.



## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023-24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

### 2.1 Theme 1 - Community

***“HRCC will develop the municipality as a diverse inclusive and vibrant community”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program.	Exp	420	469
		Rev	419	419
		NET	1	50
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	Exp	145	161
		Rev	38	38
		NET	107	123
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	Exp	258	273
		Rev	240	240
		NET	18	33
Emergency Support	This service supports community health and wellbeing during times of an emergency and to support the community to recover from emergency events. Includes support provided to the SES.	Exp	8	8
		Rev	-	-
		NET	8	8
Environmental Health	This service provides health administration, health vending machines and other preventative measures including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	Exp	263	328
		Rev	150	150
		NET	113	178
Social Infrastructure Support	This service provides Recreational and Open space planning plus the maintenance, insurance and other ongoing costs for the municipality's recreation groups and community facilities. Also includes the community inclusion and the oversight of the Horsham Centre Cinema contract.	Exp	1,258	1,113
		Rev	140	53
		NET	1,118	1,060
Net Cost to Council for Theme 1 - Community			1,365	1,452

Initiatives	\$
Theme 1 - Community - Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.	
Update HRCC advocacy priority resources to support funding applications	\$5,000
Grants Guru community workshops	\$20,000
Community Panel - Horsham Regional Art Gallery 40th Anniversary Gala	\$5,000
Community Panel - Heritage Hall 80th Anniversary	\$5,000

## Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Animal Management	Animal management prosecutions	100%	100%
Food safety	Critical & major non-compliance notifications	100%	100%

## 2.2 Theme 2 – Liveability

***“HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment and upgrades.	Exp	769	762
		Rev	-	-
		NET	769	762
Library	Provides resources and programs aimed at meeting the information, creation, educational and cultural needs of the diverse community of Horsham in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives of the Library Plan.	Exp	801	974
		Rev	207	381
		NET	594	593
Management & Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	Exp	697	766
		Rev	30	30
		NET	667	736
Parks & Gardens	Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, the Botanic Gardens and playgrounds throughout the municipality.	Exp	2,938	2,942
		Rev	30	30
		NET	2,908	2,912
Performing Arts Centre & Visitor Services	This service encompasses the running of the Horsham Performing Arts Centre operations, including Performing Arts, the Regional Art Gallery and support to visitors accessing the Visitor Services.	Exp	2,499	2,606
		Rev	1,124	1,147
		NET	1,375	1,459
Sports & Recreation	Provision and maintenance of outdoor and indoor sports and recreation facilities throughout the municipality, and works with community groups and user groups to increase participation.	Exp	697	713
		Rev	105	105
		NET	592	608
Streetscape & Public Conveniences	This service provides street tree maintenance, tree planting and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the public conveniences in Horsham, Natimuk and several rural facilities.	Exp	1,278	1,313
		Rev	3	-
		NET	1,275	1,313
Youth & Early Years	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, youth facility "The Station", referrals and linking with local communities.	Exp	1,522	1,584
		Rev	798	798
		NET	724	786
Net Cost to Council for Theme 2 - Liveability			8,904	9,169

Initiatives	\$
Theme 2 - Liveability - Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds	
Staff training on the implementation of the Disability Access and Inclusion plan	\$40,000
Wimmera River Discovery Trail Feasibility Study	\$100,000

### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Statutory planning	Council planning decisions upheld at VCAT	0%	100%
Libraries	Active library members	7%	8%
Aquatic Facilities	Utilisation of aquatic facilities	4.8	5.2
Maternal and Child Health	Participation in the MCH service	88%	90%
Maternal and Child Health	Participation in MCH service by Aboriginal children	90%	92%

## 2.3 Theme 3 – Sustainability

***“HRCC will actively lead in sustainable growth and development of the community and the economy”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Business Development & Tourism	This service provides covers tourism marketing and development as well as promotion for major events and festivals.	Exp	734	740
		Rev	175	158
		NET	559	582
Commercial Activities	This service includes the contracted facilities such as the Caravan Park and the Wimmera Intermodal Freight Terminal.	Exp	168	199
		Rev	1,460	1,460
		NET	(1,292)	(1,261)
Commercial Operations	This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	Exp	769	765
		Rev	886	886
		NET	(117)	(121)
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Agricultural Logistics (WAL) Hub, are also provided under this service.	Exp	363	398
		Rev	-	50
		NET	363	348
Natural Resource Management	This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations.	Exp	149	149
		Rev	64	64
		NET	85	85
Statutory Planning & Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	Exp	880	970
		Rev	332	370
		NET	548	600
Strategic Planning Services	The function of strategic planning, aims to strategically plan the municipality's land use needs for the future.	Exp	363	400
		Rev	-	-
		NET	363	400
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Exp	347	317
		Rev	100	-
		NET	247	317
Waste Management Services	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Exp	7,848	8,019
		Rev	3,036	3,733
		NET	4,812	4,286
Net Cost to Council for Theme 3 - Sustainability			5,568	5,237

Initiatives	\$
Theme 3 - Sustainability - Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy	
Natimuk Social and Economic Plan Implementation	\$10,000
Develop and implement the Dadswells Bridge Community Plan	\$10,000
Recycling service regulatory compliance and customer compliance support	\$50,000
Significant Tree Register	\$40,000

### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Waste collection	Kerbside collection waste diverted from landfill	24%	40%

## 2.4 Theme 4 – Accessibility

***“HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Engineering Services	Has overall responsibility for delivery of Council's capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	Exp Rev NET	1,897 830 1,067	1,891 782 1,109
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the Rural Roads Victoria maintenance contract (which excludes major highways).	Exp Rev NET	2,907 801 2,106	2,946 801 2,145
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham and Natimuk. This also includes maintenance of bicycle tracks, drainage, footpaths and off-street car parks.	Exp Rev NET	1,686 3 1,683	1,784 3 1,781
Management & Administration	This service provides administration and support services for the Infrastructure Services department.	Exp Rev NET	845 38 807	891 38 853
Operations Management	This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs.	Exp Rev NET	425 1 424	190 1 189
Parking & Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	Exp Rev NET	413 398 15	421 398 23
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure, including the long term planning of asset renewal and capital works.	Exp Rev NET	657 - 657	638 - 638
<b>Net Cost to Council for Theme 4 - Accessibility</b>			<b>6,759</b>	<b>6,738</b>

Initiatives	\$
Theme 4 - Accessibility - HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces	
Support PCP deliver the Sons and Daughters of the West wellness program	\$20,000
Asset Management System Phase 2 - Proactive Planning and Maintenance System Improvement	\$50,000
Energy Efficiency High Consuming Site (Phase-I) - upgrade light globes	\$45,000
Safety audit of lighting deficiencies across Council Facilities and Open Spaces	\$10,000

#### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Roads	Satisfaction with sealed local roads	50	50

## 2.5 Theme 5 – Leadership

***“HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Accounting Services	Provides financial services internally to all staff, department managers, project leaders, Council, plus delivers external services in the form of information to government and the community and specific services to Wimmera Development Association and the Wimmera Regional Library Board.	Exp Rev NET	1,018 81 937	1,069 65 1,004
Community Relations & Advocacy	Responsible for three key areas: Advocacy and grant seeking, media and communications and community engagement.	Exp Rev NET	515 - 515	559 - 559
General Revenue	Provides treasury management including additional borrowings and interest repayments	Exp Rev NET	1,125 460 665	355 730 (375)
Governance & Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This also includes the Customer Service, the management of Council's property portfolio (including Leases/Licenses & land sales/purchases), Records Management, the office of the Mayor and Councillors, and the office of the Chief Executive.	Exp Rev NET	2,243 1 2,242	2,554 2 2,552
Information Technology	Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.	Exp Rev NET	1,295 - 1,295	1,401 - 1,401
Management & Administration	This service provides management across the areas of finance, IT, rates and organisation development	Exp Rev NET	4,154 2,855 1,299	1,916 552 1,364
People & Culture	This service is responsible for human resources, payroll, OHS, risk management, industrial relations and organisational performance functions. Payroll also provides services to three separate Council related entities.	Exp Rev NET	877 - 877	953 - 953
Revenue Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system.	Exp Rev NET	507 82 425	543 85 458
<b>Net Cost to Council for Theme 5 - Leadership</b>			<b>8,255</b>	<b>7,914</b>

Initiatives	\$
Theme 5 - Leadership - HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability	
Targeted planning compliance a customer/stakeholder focused approach	\$30,000
Implement the actions from the Gender Equality Action Plan	\$40,000
Strategic and Operational Risk Registers	\$50,000
Implement recommendations from the Operations Efficiency Project	\$40,000
Community Leadership Program	\$50,000

#### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Governance	Satisfaction with Council decisions	55	55

## 2.6 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

## 2.7 Reconciliation with budgeted operating result

	Expenditure \$'000	Attributed Revenue \$'000	Net Cost \$'000
Theme 1 - Community	(2,353)	900	(1,453)
Theme 2 - Liveability	(11,660)	2,490	(9,170)
Theme 3 - Sustainability	(11,958)	6,722	(5,235)
Theme 4 - Accessibility	(8,761)	2,022	(6,739)
Theme 5 - Leadership	(9,349)	1,434	(7,916)
<b>Total services and initiatives</b>	<b>(44,080)</b>	<b>13,567</b>	<b>(30,513)</b>
<b><u>Non-cash financial Reporting Adjustments</u></b>			
Gain / (loss) on assets disposed			1,415
Borrowing costs			(171)
Depreciation and amortisation			(12,871)
Other non-attributable revenue/expenditure			(59)
<b>Total non-cash financial reporting adjustments</b>			<b>(11,686)</b>
<b>Deficit before funding sources</b>			<b>(42,199)</b>
<b>Funding sources</b>			
Rates and charges			32,636
Victorian Grants Commission Financial Assistance Grants			7,205
Capital project income			8,257
<b>Surplus/(deficit) for the year</b>			<b>5,899</b>

### 3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023/24 has been supplemented with projections to 2026/27.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive Income Statement  
Balance Sheet  
Statement of Changes in Equity  
Statement of Cash Flows  
Statement of Capital Works  
Statement of Human Resources

## Comprehensive Income Statement

For the four years ending 30 June 2027		Forecast Actual	Budget	Projections		
	Notes	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income</b>						
Rates and charges	4.1.1	30,666	32,636	33,788	34,979	36,209
Statutory fees and fines	4.1.2	498	539	550	561	572
User fees	4.1.3	5,569	6,212	6,336	6,463	6,592
Grants - Operating	4.1.4	11,502	9,563	10,944	11,198	11,459
Grants - Capital	4.1.4	8,757	8,257	10,841	10,959	11,021
Contributions - monetary	4.1.5	121	509	578	590	601
Contributions - non-monetary	4.1.5	450	410	422	435	448
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(132)	1,415	2,355	5,233	1,357
Fair value adjustments for investment property		20	21	21	22	23
Net gain/(loss) on disposal of investment property		-	-	-	-	-
Net gain/(loss) on disposal of intangible assets		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		30	32	46	48	50
Other income	4.1.6	2,156	2,356	2,403	2,451	2,500
<b>Total Income</b>		<b>59,637</b>	<b>61,949</b>	<b>68,286</b>	<b>72,939</b>	<b>70,832</b>
<b>Expenses</b>						
Employee costs	4.1.7	(20,854)	(22,724)	(22,951)	(23,181)	(23,413)
Materials and services	4.1.8	(21,649)	(19,837)	(20,234)	(20,638)	(21,051)
Depreciation	4.1.9	(12,188)	(12,554)	(12,931)	(13,319)	(13,718)
Amortisation - intangible assets	4.1.10	(260)	(261)	(269)	(277)	(285)
Amortisation - right of use assets	4.1.11	(55)	(56)	(56)	(56)	(56)
Bad and doubtful debts		(88)	(65)	(66)	(66)	(67)
Borrowing costs		(171)	(171)	(24)	(236)	(487)
Finance Costs - leases		(10)	(11)	(11)	(10)	(11)
Other expenses	4.1.12	(365)	(388)	(441)	(445)	(450)
<b>Total Expenses</b>		<b>(55,640)</b>	<b>(56,067)</b>	<b>(56,982)</b>	<b>(58,228)</b>	<b>(59,538)</b>
<b>Surplus/(deficit) for the year</b>		<b>3,997</b>	<b>5,882</b>	<b>11,304</b>	<b>14,711</b>	<b>11,294</b>
<b>Other comprehensive income</b>						
Items that will not be reclassified to surplus or deficit in future periods:						
Net asset revaluation increment/(decrement)		(11,753)	1,075	1,117	(1,110)	231
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods		-	-	-	-	-
<b>Total comprehensive result</b>		<b>(7,756)</b>	<b>6,956</b>	<b>12,421</b>	<b>13,601</b>	<b>11,525</b>

## Balance Sheet

For the four years ending 30 June 2027		Forecast Actual	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		38,196	32,147	24,741	23,145	18,030
Trade and other receivables		1,717	2,598	3,050	3,107	3,161
Other financial assets		5,630	5,686	5,743	5,801	5,859
Inventories		258	261	263	266	268
Non-current assets classified as held for sale		350	1,425	2,542	1,431	1,662
Other assets		1,200	1,200	1,200	1,200	1,200
<b>Total current assets</b>	4.2.1	47,351	43,316	37,538	34,950	30,181
<b>Non-current assets</b>						
Trade and other receivables		750	758	765	773	780
Other financial assets		-	-	-	-	-
Investments in associates and joint ventures		1,730	1,320	1,333	1,347	1,360
Property, infrastructure, plant & equipment		562,366	573,083	590,905	611,674	628,796
Right-of-use assets	4.2.4	232	176	120	64	8
Investment property		2,640	2,661	2,682	2,704	2,728
Intangible asset		1,118	857	588	311	26
Landfill rehabilitation intangible asset		-	-	-	-	-
<b>Total non-current assets</b>		568,836	578,854	596,394	616,873	633,698
<b>Total assets</b>		616,187	622,170	633,932	651,823	663,879
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		4,049	3,686	3,751	3,807	3,864
Trust funds and deposits		-	-	-	-	-
Unearned income/revenue		4,200	4,200	4,200	4,200	4,200
Provisions		8,174	8,174	8,174	8,174	8,174
Interest-bearing loans and borrowings	4.2.3	76	4,305	-	-	-
Lease liabilities	4.2.4	48	55	55	55	55
<b>Total current liabilities</b>	4.2.2	16,547	20,420	16,180	16,236	16,293
<b>Non-current liabilities</b>						
Provisions		4,883	4,883	4,932	4,981	5,031
Interest-bearing loans and borrowings	4.2.3	5,239	400	3,932	8,117	8,541
Lease liabilities	4.2.4	239	232	232	232	232
<b>Total non-current liabilities</b>	4.2.2	10,361	5,515	9,096	13,330	13,804
<b>Total liabilities</b>		26,908	25,935	25,276	29,566	30,097
<b>Net assets</b>		589,279	596,235	608,656	622,257	633,782
<b>Equity</b>						
Accumulated surplus		249,786	257,786	271,741	288,751	305,571
Reserves		339,493	338,450	336,916	333,505	328,211
<b>Total equity</b>		589,279	596,235	608,656	622,257	633,782
Revaluation Reserve		322,652	323,727	324,844	323,733	323,964
Other Reserves		16,841	14,723	12,072	9,772	4,247

## Statement of Changes in Equity

For the four years ending 30 June 2027	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2022/23</b>				
Balance at beginning of the financial year	596,242	244,996	334,405	16,841
Surplus/(deficit) for the year	3,997	3,997	-	-
Net asset revaluation increment/(decrement)	(11,753)	-	(11,753)	-
Transfer (to)/from reserves	793	793	-	-
<b>Balance at end of financial year</b>	<b>589,279</b>	<b>249,786</b>	<b>322,652</b>	<b>16,841</b>
<b>2023/24</b>				
Balance at beginning of the financial year	589,279	249,786	322,652	16,841
Surplus/(deficit) for the year	5,882	5,882	-	-
Net asset revaluation increment/(decrement)	1,075	-	1,075	-
Transfer (to)/from reserves	-	2,118	-	(2,118)
<b>Balance at end of financial year</b>	<b>596,235</b>	<b>257,786</b>	<b>323,727</b>	<b>14,723</b>
<b>2024/25</b>				
Balance at beginning of the financial year	596,235	257,786	323,727	14,723
Surplus/(deficit) for the year	11,304	11,304	-	-
Net asset revaluation increment/(decrement)	1,117	-	1,117	-
Transfer (to)/from reserves	-	2,651	-	(2,651)
<b>Balance at end of financial year</b>	<b>608,656</b>	<b>271,741</b>	<b>324,844</b>	<b>12,072</b>
<b>2025/26</b>				
Balance at beginning of the financial year	608,656	271,741	324,844	12,072
Surplus/(deficit) for the year	14,711	14,711	-	-
Net asset revaluation increment/(decrement)	(1,110)	-	(1,110)	-
Transfer (to)/from reserves	-	2,300	-	(2,300)
<b>Balance at end of financial year</b>	<b>622,257</b>	<b>288,751</b>	<b>323,733</b>	<b>9,772</b>
<b>2026/27</b>				
Balance at beginning of the financial year	622,257	288,751	323,733	9,772
Surplus/(deficit) for the year	11,294	11,294	-	-
Net asset revaluation increment/(decrement)	231	-	231	-
Transfer (to)/from reserves	-	5,525	-	(5,525)
<b>Balance at end of financial year</b>	<b>633,782</b>	<b>305,571</b>	<b>323,964</b>	<b>4,247</b>

## Statement of Cash Flow

For the four years ending 30 June 2027	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	30,657	32,606	33,761	34,969	36,198
Statutory fees and fines	424	526	548	559	570
User fees	5,569	6,672	6,941	7,083	7,225
Grants - operating	10,557	9,337	10,806	11,155	11,415
Grants - capital	8,701	8,061	10,607	10,927	10,993
Contributions - monetary	121	509	578	590	601
Interest received	345	-	-	-	-
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	1,639	2,518	2,626	2,684	2,738
Net GST refund / payment	-	2,805	3,909	4,048	4,132
Employee costs	(20,717)	(22,907)	(22,927)	(23,162)	(23,394)
Materials and services	(21,646)	(21,999)	(22,219)	(22,668)	(23,122)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(767)	(430)	(431)	(435)	(439)
<b>Net cash provided by/(used in) operating activities</b>	<b>14,883</b>	<b>17,697</b>	<b>24,199</b>	<b>25,750</b>	<b>26,918</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(21,296)	(24,897)	(33,364)	(37,018)	(33,431)
Proceeds from sale of property, infrastructure, plant and equipment	1,605	1,557	2,591	5,756	1,493
Payments for investment property	-	-	-	-	-
Proceeds from investment property	-	-	-	-	-
Payments for intangible assets	-	-	-	-	-
Proceeds from intangible assets	-	-	-	-	-
Payments for investments	-	-	(24)	(23)	(22)
Proceeds from investments	2,886	385	-	-	-
Loan and advances made	-	-	-	-	-
Repayments of loans and advances	-	-	-	-	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(16,805)</b>	<b>(22,955)</b>	<b>(30,797)</b>	<b>(31,285)</b>	<b>(31,960)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(171)	(171)	(24)	(236)	(487)
Proceeds from borrowings	1,000	400	3,582	4,683	1,507
Repayment of borrowings	-	(1,010)	(4,355)	(498)	(1,083)
Interest paid - lease liability	(10)	(11)	(11)	(10)	(11)
Repayment of lease liabilities	(46)	-	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>773</b>	<b>(792)</b>	<b>(808)</b>	<b>3,939</b>	<b>(74)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(1,149)</b>	<b>(6,049)</b>	<b>(7,406)</b>	<b>(1,596)</b>	<b>(5,115)</b>
Cash and cash equivalents at the beginning of the financial year	39,345	38,196	32,147	24,741	23,145
<b>Cash and cash equivalents at the end of the financial year</b>	<b>38,196</b>	<b>32,147</b>	<b>24,741</b>	<b>23,145</b>	<b>18,030</b>

## Statement of Capital Works

For the four years ending 30 June 2027	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections		
			2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Property</b>					
Land	-	2,505	-	-	-
Land improvements	-	-	-	-	-
<b>Total land</b>	-	2,505	-	-	-
Buildings	5,371	7,863	4,699	7,396	7,314
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
<b>Total buildings</b>	5,371	7,863	4,699	7,396	7,314
<b>Total property</b>	5,371	10,368	4,699	7,396	7,314
<b>Plant and equipment</b>					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	2,158	2,720	1,668	2,013	1,929
Fixtures, fittings and furniture	383	-	135	119	194
Computers and telecommunications	-	231	-	-	-
Library books	-	-	-	-	-
<b>Total plant and equipment</b>	2,541	2,951	1,803	2,132	2,123
<b>Infrastructure</b>					
Roads	8,527	6,848	5,844	6,889	6,767
Bridges	105	214	100	108	111
Footpaths and cycleways	584	429	205	410	338
Drainage	142	144	135	146	150
Recreational, leisure and community facilities	1,991	881	11,288	5,853	4,543
Waste management	-	54	1,030	432	3,362
Parks, open space and streetscapes	403	185	990	864	1,839
Aerodromes	-	258	-	-	-
Off street car parks	288	54	-	-	-
Other infrastructure	1,344	475	4,236	9,422	3,844
<b>Total infrastructure</b>	13,384	9,542	23,828	24,125	20,955
<b>Total capital works expenditure</b>	21,296	22,861	30,330	33,653	30,391
<b>Represented by:</b>					
New asset expenditure	6,623	6,877	11,068	10,994	13,084
Asset renewal expenditure	11,119	12,039	11,617	11,668	12,544
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	3,554	3,945	7,645	10,991	4,763
<b>Total capital works</b>	21,296	22,861	30,330	33,653	30,391
<b>Funding sources represented by:</b>					
Grants	8,757	8,257	10,631	10,739	10,791
Contributions	46	509	-	-	-
Council Cash	11,493	13,696	16,119	18,232	18,094
Borrowings	1,000	400	3,581	4,682	1,507
<b>Total capital works expenditure</b>	21,296	22,861	30,330	33,653	30,391

## Statement of Human Resources

For the Four Years ending 30 June 2027	Forecast	Budget		Projections	
	Actual				
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	20,854	<b>22,724</b>	22,951	23,181	23,413
Employee costs - capital	2,224	<b>931</b>	1,005	1,010	995
<b>Total staff expenditure</b>	<b>23,078</b>	<b>23,655</b>	<b>23,956</b>	<b>24,191</b>	<b>24,408</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	211.0	<b>220.2</b>	221.2	222.2	223.2
<b>Total staff numbers</b>	<b>211.0</b>	<b>220.2</b>	<b>221.2</b>	<b>222.2</b>	<b>223.2</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below :

	Budget	Permanent	
	2023/24	Full Time	Part time
	\$'000	\$'000	\$'000
Communities and Place	<b>5,782</b>	3,311	2,471
Corporate Services	<b>4,850</b>	3,501	1,349
Infrastructure Services	<b>12,093</b>	11,972	121
<b>Total permanent staff expenditure</b>	<b>22,724</b>	<b>18,784</b>	<b>3,940</b>
Capitalised labour costs	<b>931</b>		
<b>Total expenditure</b>	<b>23,655</b>		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below :

	Budget	Permanent	
	2023/24	Full Time	Part time
Communities and Place	<b>57</b>	33	24
Corporate Services	<b>46</b>	33	13
Infrastructure Services	<b>117</b>	116	1
<b>Total staff</b>	<b>220</b>	<b>182</b>	<b>38</b>

## Statement of Planned Human Resources Expenditure

For the Four Years ending 30 June 2027	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000
<b>Communities and Place</b>				
Permanent - Full time				
Women	2,072	2,179	2,191	2,203
Men	1,238	1,245	1,252	1,259
Permanent - Part time				
Women	1,939	1,950	1,960	1,971
Men	532	534	537	540
<b>Total Communities and Place</b>	<b>5,782</b>	<b>5,908</b>	<b>5,941</b>	<b>5,973</b>
<b>Corporate Services</b>				
Permanent - Full time				
Women	1,953	1,868	1,878	1,888
Men	1,548	1,556	1,565	1,574
Permanent - Part time				
Women	1,184	1,190	1,197	1,203
Men	165	166	167	168
<b>Total Corporate Services</b>	<b>4,850</b>	<b>4,781</b>	<b>4,807</b>	<b>4,833</b>
<b>Infrastructure Services</b>				
Permanent - Full time				
Women	1,445	1,556	1,669	1,783
Men	10,527	10,584	10,642	10,700
Permanent - Part time				
Women	121	121	122	123
Men	0	0	0	0
<b>Total Infrastructure Services</b>	<b>12,093</b>	<b>12,262</b>	<b>12,434</b>	<b>12,607</b>
<b>Total staff expenditure</b>	<b>22,724</b>	<b>22,951</b>	<b>23,181</b>	<b>23,413</b>

	2023/24	2024/25	2025/26	2026/27
	FTE	FTE	FTE	FTE
<b>Communities and Place</b>				
Permanent - Full time				
Women	21.0	21.0	21.0	21.0
Men	12.0	12.0	12.0	12.0
Permanent - Part time				
Women	18.8	18.8	18.8	18.8
Men	5.2	5.2	5.2	5.2
<b>Total Communities and Place</b>	<b>56.9</b>	<b>56.9</b>	<b>56.9</b>	<b>56.9</b>
<b>Corporate Services</b>				
Permanent - Full time				
Women	18.0	18.0	18.0	18.0
Men	15.0	15.0	15.0	15.0
Permanent - Part time				
Women	11.5	11.5	11.5	11.5
Men	1.6	1.6	1.6	1.6
<b>Total Corporate Services</b>	<b>46.1</b>	<b>46.1</b>	<b>46.1</b>	<b>46.1</b>
<b>Infrastructure Services</b>				
Permanent - Full time				
Women	14.0	15.0	16.0	17.0
Men	102.0	102.0	102.0	102.0
Permanent - Part time				
Women	1.2	1.2	1.2	1.2
Men	0.0	0.0	0.0	0.0
<b>Total Infrastructure Services</b>	<b>117.2</b>	<b>118.2</b>	<b>119.2</b>	<b>120.2</b>
<b>Total staff numbers</b>	<b>220.2</b>	<b>221.2</b>	<b>222.2</b>	<b>223.2</b>

## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount Councils may increase rates in a year. For 2023-24 year the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community. To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average revenue generated by the general rate and municipal charge will increase by 3.50% in line with the rate cap.

##### 4.1.1(a) Reconciliation of Rates

The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2022/23	2023/24		
	Forecast Actual	Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	23,762	25,141	1,379	5.80%
Municipal charge*	2,283	2,292	9	0.40%
Waste management charge	4,093	4,664	571	13.95%
Supplementary rates and rate adjustments	224	220	-4	-1.63%
Interest on rates and charges	40	40	-	0.00%
Revenue in lieu of rates	265	280	15	5.85%
<b>Total rates and charges</b>	<b>30,666</b>	<b>32,636</b>	<b>1,971</b>	<b>6.43%</b>

\*These items are subject to the rate cap established under the FGRS.

##### 4.1.1(b) Rate in the dollar

The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2022/23 cents/\$CIV*	2023/24 cents/\$CIV*	Change
General rate for rateable residential properties	0.004476	0.004058	-9.34%
General rate for rateable commercial properties	0.004252	0.003855	-9.34%
General rate for rateable industrial properties	0.004476	0.004058	-9.34%
General rate for rateable Culture & Rec. Land	0.002238	0.002029	-9.34%
General rate for rateable farm properties	0.002238	0.002029	-9.34%

#### 4.1.1(c) Total Rate Revenue from General Rates

The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year:

Type or class of land	2022/23 \$'000	2023/24 \$'000		\$'000	Change %
Residential	14,373	<b>14,979</b>		606	<b>4.22%</b>
Commercial	1,637	<b>1,558</b>	-	80	<b>-4.87%</b>
Industrial	836	<b>1,046</b>		211	<b>25.22%</b>
Culture and Recreation Land (50% rate)	15	<b>16</b>		1	<b>6.18%</b>
Farm	6,901	<b>7,542</b>		641	<b>9.28%</b>
<b>Total amount to be raised by general rates</b>	<b>23,762</b>	<b>25,141</b>		<b>1,379</b>	<b>5.80%</b>

#### 4.1.1(d) Assessment numbers

The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	2022/23 Number	2023/24 Number		Number	Change %
Residential	9,532	<b>9,590</b>		58	<b>0.61%</b>
Commercial	523	<b>520</b>	-	3	<b>-0.57%</b>
Industrial	440	<b>447</b>		7	<b>1.59%</b>
Culture and Recreation Land (0% rate)	60	<b>60</b>		-	<b>0.00%</b>
Culture and Recreation Land (50% rate)	3	<b>3</b>		-	<b>0.00%</b>
Farm	2,191	<b>2,196</b>		5	<b>0.23%</b>
<b>Total number of assessments</b>	<b>12,749</b>	<b>12,816</b>		<b>67</b>	<b>0.53%</b>

#### 4.1.1(e) Basis of valuation

The basis of valuation to be used is the Capital Improved Value (CIV).

#### 4.1.1(f) Valuation by Type

The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2022/23 \$'000	2023/24 \$'000		\$'000	Change %
Residential	3,220,050	<b>3,691,249</b>		471,199	<b>14.63%</b>
Commercial	385,095	<b>404,069</b>		18,974	<b>4.93%</b>
Industrial	186,689	<b>257,842</b>		71,153	<b>38.11%</b>
Culture and Recreation Land (0% rate)	23,053	<b>26,458</b>		3,405	<b>14.77%</b>
Culture and Recreation Land (50% rate)	6,642	<b>7,779</b>		1,137	<b>17.12%</b>
Farm	3,083,620	<b>3,717,003</b>		633,383	<b>20.54%</b>
<b>Total value of land</b>	<b>6,905,149</b>	<b>8,104,400</b>		<b>1,199,251</b>	<b>17.37%</b>

**4.1.1(g) Municipal Charge per assessment**

The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24		Change
	\$	\$	\$	%
Municipal	200	<b>200</b>	-	<b>0.00%</b>

**4.1.1(h) Total revenue from municipal charge**

The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2022/23	2023/24		Change
	\$'000	\$'000	\$	%
Municipal	2,283	<b>2,292</b>	9	<b>0.39%</b>

**4.1.1(i) Garbage Charges**

The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24		Change
	\$	\$	\$	%
Urban Bin Service	-	<b>497</b>		<b>New</b>
Rural Bin Service	-	<b>348</b>		<b>New</b>
Commercial Bin Service	-	<b>480</b>		<b>New</b>
<b>Total</b>	-	1,325		

**4.1.1(j) Total revenue from garbage charges**

The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2022/23	2023/24		Change
	\$'000	\$'000	\$	%
Urban Bin Service	3,237	<b>4,021</b>	784	<b>24.23%</b>
Rural Bin Service	625	<b>522</b>	103	<b>-30.63%</b>
Commercial Bin Service	231	<b>120</b>	111	<b>-48.05%</b>
<b>Total</b>	4,093	4,664	571	<b>13.94%</b>

**4.1.1(k) Rates & Charges - Summary**

The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2022/23	2023/24		Change
	\$'000	\$'000	\$'000	%
General rates	23,762	<b>25,141</b>	1,379	<b>5.80%</b>
Municipal charge	2,283	<b>2,292</b>	9	<b>0.40%</b>
Waste management charge	4,093	<b>4,664</b>	571	<b>13.95%</b>
Supplementary rates and rate adjustments	224	<b>220</b>	4	<b>-1.63%</b>
Interest on rates and charges	40	<b>40</b>	-	<b>0.00%</b>
Revenue in lieu of rates	265	<b>280</b>	15	<b>5.85%</b>
<b>Total Rates and charges</b>	<b>30,666</b>	<b>32,636</b>	1,971	<b>6.43%</b>

#### 4.1.1(l) Fair Go Rates System Compliance

Horsham Rural City Council is fully compliant with the State Government's Fair Go Rates System. The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2022/23	2023/24
Total Rates	\$ 26,070,126	\$ 27,432,882
Number of rateable properties	12,686	12,816
Base Average Rate	\$ 2,055.03	\$ 2,140.52
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$ 2,055.03	\$ 2,140.53
Maximum General Rates and Municipal Charges Revenue	\$ 26,073,347	\$ 27,433,014
Budgeted General Rates and Municipal Charges Revenue	\$ 26,070,126	\$ 27,432,882
Budgeted Supplementary Rates	\$ 223,641	\$ 220,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 26,293,767	\$ 27,652,882

#### 4.1.1(m) Significant changes

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2023/24: estimated \$220,000 and 2022/23: \$223,641)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.1(n) Differential rates

##### Differential Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.4058% (0.004058 cents in the dollar of CIV) for all rateable residential properties.
- A general rate of 0.3855% (0.003855 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.4058% (0.004058 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.2029% (0.002029 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.2029% (0.002029 cents in the dollar of CIV) for all rateable cultural and recreational properties.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate are set out below.

##### Residential Land

Any land on which a building designed or adapted for human occupation is erected; and which does not have the characteristics of:

- Farm, Commercial, Industrial or Cultural and Recreational Land

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land.

##### Farm Land

Farm land is any land, which, under the Valuation of Land Act 1960 is:

- Not less than 2 hectares in area
- That is used primarily for agricultural purposes
- That is used by a business that has significant and substantial commercial purpose or character

The Revenue & Rating Plan update for 2022-23 includes further requirements for these properties to be eligible for the farm differential that includes the following requirements:

- The Farm business must have an ABN
- The Farm business must be registered for GST (A review will be undertaken of these properties at least once every 4 years)
- Further information is contained in the Revenue & Rating Plan

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land.

### **Commercial Land**

Commercial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for commercial purposes.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land.

### **Industrial Land**

Industrial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for industrial purposes.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector. The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land.

### **Other Concessional Rates - Culture and Recreational Land**

Culture and Recreational land is any outdoor land, which under the provisions of the Cultural and Recreational Lands Act 1963 is:

- Occupied by a body which exists for cultural or recreational purposes and applies its profits in

- promoting the furthering of this purpose
- The lands must be owned by the body, by the Crown or by Council to be eligible
- Agricultural showgrounds are included

Council has a policy in relation to concessions for Cultural and Recreational Organisations and has established two concessions, a 50% concession for those organisations that have significant revenue raising capacity and a 100% concession for those with limited revenue raising capacity.

The objective of this concessional rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.

#### 4.1.2 Statutory fees and fines

	Forecast Actual 2022/23	Budget 2023/24		Change
	\$'000	\$'000	\$'000	%
Infringements and costs	154	156	2	1.30%
Issue of certificates	25	28	3	12.00%
Local law s - permits & licences	32	32	-	0.00%
Tow n planning	144	180	36	25.00%
Health registrations	143	143	-	0.00%
<b>Total statutory fees and fines</b>	<b>498</b>	<b>539</b>	<b>41</b>	<b>8.23%</b>

#### 4.1.3 User fees

	Forecast Actual 2022/23	Budget 2023/24		Change
	\$'000	\$'000	\$'000	%
Administration fees	221	217	- 4	-1.81%
Animal control	378	378	-	0.00%
Car Parking	220	220	-	0.00%
Building	146	146	-	0.00%
Performing Arts	551	546	- 5	-0.91%
Livestock operations	588	588	-	0.00%
Parking meters	220	220	-	0.00%
Waste Management Services	2,633	3,290	657	24.95%
Other user charges	612	607	- 5	-0.82%
<b>Total user fees</b>	<b>5,569</b>	<b>6,212</b>	<b>643</b>	<b>11.55%</b>

Waste Management Services revenue is projected to increase primarily due to the resumption of receipt of hard waste, following the fire in late 2020 which led to closure of the hard waste cell.

## 4.1.4 Grants

	Forecast Actual	Budget		Change
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	8,469	8,645	176	2%
State funded grants	11,790	9,175	- 2,615	-22%
<b>Total grants received</b>	<b>20,259</b>	<b>17,820</b>	<b>- 2,439</b>	<b>-12%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	6,964	7,205	241	3%
Environmental Health	47	12	- 35	-74%
Home and Community Care	30	-	- 30	-100%
<b>Recurrent - State Government</b>				
Art Gallery	90	90	-	0%
Art Gallery Education Program	53	97	44	83%
Immunisation	-	47	47	
Community Facilities	5	30	25	500%
Horsham Town Hall Operations	80	80	-	0%
Library	193	-	- 193	-100%
Maternal & Child Services - Universal	576	576	-	0%
School Crossing Supervision	49	49	-	0%
Landcare	59	59	-	0%
<b>Total recurrent grants</b>	<b>8,146</b>	<b>8,245</b>	<b>99</b>	<b>1%</b>
<b>Non-recurrent - State Government</b>				
Community Engagement	126	57	- 69	-55%
Economic Development	-	50	50	
Youth Engagement	73	62	- 11	-15%
Environmental Health	7	7	-	0%
Library	-	317	317	
Council Transformation	2,846	546	- 2,300	-81%
Maternal & Child Services	39	39	-	0%
Environmental Sustainability	25	-	- 25	-100%
Emergency Management	240	240	-	0%
<b>Total non-recurrent grants</b>	<b>3,356</b>	<b>1,318</b>	<b>- 2,038</b>	<b>-61%</b>
<b>Total operating grants</b>	<b>11,502</b>	<b>9,563</b>	<b>- 1,939</b>	<b>-17%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	1,428	1,428	-	0%
<b>Total recurrent grants</b>	<b>1,428</b>	<b>1,428</b>	<b>-</b>	<b>0%</b>
<b>Non-recurrent - Commonwealth Government</b>				
<b>Non-recurrent - State Government</b>				
Buildings	1,559	3,817	2,258	145%
Footpaths and cycleways	499	209	- 290	-58%
Aerodromes	-	196	196	
Recreation, leisure and community facilities	909	263	- 646	-71%
Roads	3,919	2,237	- 1,682	-43%
Bridges	52	107	55	106%
Other infrastructure	391	-	- 391	-100%
<b>Total non-recurrent grants</b>	<b>7,329</b>	<b>6,829</b>	<b>- 500</b>	<b>-7%</b>
<b>Total capital grants</b>	<b>8,757</b>	<b>8,257</b>	<b>- 500</b>	<b>-6%</b>
<b>Total Grants</b>	<b>20,259</b>	<b>17,820</b>	<b>- 2,439</b>	<b>-12%</b>

Operating grants include monies from State and Commonwealth Government sources for the purposes of funding the delivery of the Council's services to residents. The level of operating grants is projected to decrease by \$1.9M compared to the 2022-2023 forecast. This is predominately due the Council Transformation Grant received in 2022-2023.

Capital grants include monies from State and Commonwealth government sources which contributes to funding the capital works program. The amount of capital grants received each year can fluctuate dramatically, depending on the timing of specific projects and state and federal government programs and priorities. The Capital Works Program includes further analysis of the grants and contributions expected to be received during the 2023-2024 financial year.

### 4.1.5 Contributions

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Monetary	121	509	388	320.66%
Non-monetary	450	410	40	-8.89%
<b>Total contributions</b>	571	919	348	60.95%

Monetary contributions represent funds received from community groups to contribute toward specific projects. Non-monetary contributions are developer constructed assets contributed by developers in accordance with planning permits issued for property development, including land, roads, footpaths, play spaces and drainage.

### 4.1.6 Other income

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Interest	385	600	215	55.84%
Rental and Lease Income	475	522	47	9.89%
Vicroads Maintenance	775	775	-	0.00%
Other	521	459	62	-11.90%
<b>Total other income</b>	2,156	2,356	200	9.28%

### 4.1.6 Employee costs

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Wages and salaries	18,895	19,698	803	4.25%
Library Salaries (To In-house Council service)	-	562	562	New
WorkCover	288	305	17	5.90%
Superannuation	1,671	2,159	488	29.20%
<b>Total employee costs</b>	20,854	22,724	1,870	8.97%

Employee costs have risen because of the expected successful conclusion to the new enterprise agreement negotiation, increases in general FTE, and the addition of the Library staff, moving employment in-house.

### 4.1.7 Materials and services

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Administration expenses	359	360	1	0.28%
Contract cleaning	362	373	11	3.04%
Consumables	1,439	1,446	7	0.49%
Contractors*	6,310	3,696	- 2,614	-41.43%
Donations	398	398	-	0.00%
External plant hire	244	249	5	2.05%
Agency Staff - Temporary	593	610	17	2.87%
Insurances	753	803	50	6.64%
Maintenance and Operations	9,370	10,031	661	7.05%
Utilities	1,884	1,871	- 13	-0.69%
<b>Total materials and services</b>	<b>21,712</b>	<b>19,837</b>	<b>- 1,875</b>	<b>-8.64%</b>

\* Contractor variance due to Council Transformation expense decrease in 2023-24. There is a similar decrease in grant income.

### 4.1.8 Depreciation

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Property	1,340	1,385	45	3.36%
Plant & equipment	1,430	1,473	43	3.01%
Infrastructure	9,418	9,696	278	2.95%
<b>Total depreciation</b>	<b>12,188</b>	<b>12,554</b>	<b>366</b>	<b>3.00%</b>

### 4.1.9 Amortisation - Intangible Assets

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Intangible assets	260	261	1	0.38%
<b>Total amortisation - intangible assets</b>	<b>260</b>	<b>261</b>	<b>1</b>	<b>0.38%</b>

### 4.1.10 Amortisation - Right of use Assets

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Right of use assets	55	56	1	1.82%
<b>Total amortisation - right of use assets</b>	<b>55</b>	<b>56</b>	<b>1</b>	<b>1.82%</b>

### 4.1.11 Other expenses

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Auditors Fees	80	80	-	0.00%
Councillor Allow ances	285	308	23	8.07%
<b>Total other expenses</b>	<b>365</b>	<b>388</b>	<b>23</b>	<b>6.30%</b>

## 4.2 Balance Sheet

### 4.2.1 Assets

#### Current Assets

Cash and cash equivalents include cash and investments such as cash held in the bank, petty cash and the value of investments in deposits or other liquid investments.

#### Trade Receivables

Trade and other receivables are monies owed to Council by ratepayers and other debtors as at 30 June

### 4.2.2 Liabilities

#### Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

### 4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	Projections 2026/27 \$'000
Amount borrow ed as at 30 June of the prior year	4,305	5,315	4,705	3,932	8,117
Amount proposed to be borrow ed	1,000	400	3,582	4,683	1,507
Amount projected to be redeemed	- -	1,010 -	4,355 -	498 -	1,083
<b>Amount of borrowings as at 30 June</b>	<b>5,305</b>	<b>4,705</b>	<b>3,932</b>	<b>8,117</b>	<b>8,541</b>

### 4.2.4 Leases by Category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000
<b>Right-of-use assets</b>		
Property	260	176
<b>Total right-of-use assets</b>	<b>260</b>	<b>176</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Land and buildings	55	55
<b>Total current lease liabilities</b>	<b>55</b>	<b>55</b>
<b>Non-current lease liabilities</b>		
Land and buildings	247	232
<b>Total non-current lease liabilities</b>	<b>247</b>	<b>232</b>
<b>Total lease liabilities</b>	<b>302</b>	<b>287</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 5%.

## 4.3 Statement of changes in Equity

### 4.3.1 Discretionary Reserves

Although not restricted by statutory purpose, Council has made decisions regarding the future use of discretionary Reserve funds as described below:

**CBD Development Reserve – (30 June 2024 estimated closing balance \$1.5M)**

For the Development of Horsham CBD and surrounds

**Plant Replacement Reserve (30 June 2024 estimated closing balance \$1.3M)**

Funds Council's purchases of replacement plant and equipment.

**Waste Management Reserve (30 June 2024 estimated closing balance \$1.1M)**

The waste management reserve is created to provide funds to rehabilitate landfills at the end of their useful lives and other major capital or operating expenditure in the waste management area.

**Major Capital Projects Reserve (30 June 2024 estimated closing balance \$3.4M)**

This reserve is for major strategic projects, including the Livestock Exchange

**Open Spaces Reserve (30 June 2024 estimated closing balance \$0.4M)**

This reserve is mainly used for Developer Contributions

**Small Projects Reserve (30 June 2024 estimated closing balance \$1.3M)**

This reserve is for sustainability projects, (such as solar and zero carbon) Information Technology and other initiatives.

**Industrial Reserve (30 June 2024 estimated closing balance \$1.2M)**

The reserve is for industrial land and building development including their associated costs.

**Loan Fund Reserves (30 June 2024 estimated closing balance \$4.0M)**

The reserve is set aside for interest only loans, so the initial loan amount can be paid back on the due date.

**Unfunded Superannuation Reserve (30 June 2024 estimated closing balance \$0.4M)**

This reserve had been created to hold funds for possible future contributions towards Council's unfunded superannuation liabilities.

**Internal Loan Borrowings Reserve (30 June 2024 estimated closing balance -\$2.1M)**

This reserve funds borrowings, by using the cash and cash equivalent's balance available, instead of accessing external loans.

## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2023-24 year, classified by expenditure type and funding source.

### 4.5.1 Summary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	5,371	<b>10,368</b>	4,997	<b>93.04%</b>
Plant and equipment	2,541	<b>2,951</b>	410	<b>16.14%</b>
Infrastructure	13,384	<b>9,542</b>	- 3,842	<b>-28.71%</b>
<b>Total</b>	<b>21,296</b>	22,861	1,565	<b>7.35%</b>

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	<b>10,368</b>	4,945	3,071	2,352	-	3,816	337	5,815	400
Plant and equipment	<b>2,951</b>	686	2,242	23	-	-	25	2,926	-
Infrastructure	<b>9,542</b>	1,247	6,725	1,570	-	4,441	147	4,954	-
<b>Total</b>	<b>22,861</b>	6,878	12,038	3,945	-	8,257	509	13,695	400

## 4.5.2 Capital works detail current budget

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>PROPERTY</b>								
<b>Land</b>								
Railway Corridor Land Purchase	535,000	535,000	-	-	-	-	535,000	-
Depot Land	1,800,000	1,800,000	-	-	-	-	1,800,000	-
Land Acquisition - Other	170,000	170,000	-	-	-	-	170,000	-
<b>Total Land</b>	<b>2,505,000</b>	<b>2,505,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,505,000</b>	<b>-</b>
<b>Buildings</b>								
Aquatic Centre Gym Area Heating & Aircon Upgrade	16,680	-	-	16,680	-	-	16,680	-
Aquatic Centre Miscellaneous Provision	10,000	10,000	-	-	-	-	10,000	-
Wesley Performing Arts Refurbishment	1,958,000	1,958,000	-	-	1,397,438	336,606	223,956	-
Firebrace Street Commercial - Veranda Works	64,200	-	64,200	-	-	-	64,200	-
Hamilton/Menadue/Helipad Public Convenience Design	16,050	16,050	-	-	-	-	16,050	-
Depot Relocation	545,000	185,300	179,850	179,850	-	-	545,000	-
WIFT Office Relevelling Building, Decking & Ramp	133,750	-	133,750	-	-	-	133,750	-
Building Renewal Program	493,670	-	493,670	-	-	-	493,670	-
Cinema Painting Works External	45,000	-	45,000	-	-	-	45,000	-
City Oval/Sawyer Park Netball Facilities, Courts & Clubrooms	1,050,000	-	525,000	525,000	377,524	-	272,476	400,000
City Oval/Sawyer Park Event Stage, Box, Storage	2,100,000	-	1,050,000	1,050,000	2,000,000	-	100,000	-
City Oval Community Centre/Changeroom	1,050,000	-	525,000	525,000	-	-	1,050,000	-
Sustainability Projects - Energy Saving Measures - Zero Carbon Plan Projects	164,300	164,300	-	-	41,075	-	123,225	-
Natimuk Bus Shelter, Charging Station, Seating	42,800	42,800	-	-	-	-	42,800	-
Solar for Community Halls - Jubilee Hall, Girl Guides, Dudley Cornell, Scout Hall	48,685	48,685	-	-	-	-	48,685	-
The Station Solar	14,800	14,800	-	-	-	-	14,800	-
Buildings External Project Design & Scoping	110,000	-	55,000	55,000	-	-	110,000	-
<b>Total Buildings</b>	<b>7,862,935</b>	<b>2,439,935</b>	<b>3,071,470</b>	<b>2,351,530</b>	<b>3,816,037</b>	<b>336,606</b>	<b>3,310,292</b>	<b>400,000</b>
<b>TOTAL PROPERTY</b>	<b>10,367,935</b>	<b>4,944,935</b>	<b>3,071,470</b>	<b>2,351,530</b>	<b>3,816,037</b>	<b>336,606</b>	<b>5,815,292</b>	<b>400,000</b>

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>PLANT AND EQUIPMENT</b>								
<b>Plant, Machinery and Equipment</b>								
Plant Purchases	2,665,150	631,000	2,034,150	-	-	-	2,665,150	-
Public Art Projects	30,000	30,000	-	-	-	-	30,000	-
Art Gallery Art Collections	25,000	25,000	-	-	-	25,000	-	-
<b>Total Plant, Machinery and Equipment</b>	<b>2,720,150</b>	<b>686,000</b>	<b>2,034,150</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>2,695,150</b>	<b>-</b>
<b>Computers and Telecommunications</b>								
IT Hardware Upgrades	15,000	-	-	15,000	-	-	15,000	-
IT Software Upgrades Small Capex Purchases	5,000	-	-	5,000	-	-	5,000	-
Replacement of Aged Workstations & Laptops	35,000	-	35,000	-	-	-	35,000	-
UPS Upgrades & Replacements	5,000	-	5,000	-	-	-	5,000	-
CCTV Hardware Renewal (Public)	5,000	-	5,000	-	-	-	5,000	-
Heritage Hall Furniture Replacement	10,000	-	7,000	3,000	-	-	10,000	-
Town Hall Lighting Desk	30,000	-	30,000	-	-	-	30,000	-
Library IT Replacements	29,482	-	29,482	-	-	-	29,482	-
Library Collection	96,798	-	96,798	-	-	-	96,798	-
<b>Total Computers and Telecommunications</b>	<b>231,280</b>	<b>-</b>	<b>208,280</b>	<b>23,000</b>	<b>-</b>	<b>-</b>	<b>231,280</b>	<b>-</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,951,430</b>	<b>686,000</b>	<b>2,242,430</b>	<b>23,000</b>	<b>-</b>	<b>25,000</b>	<b>2,926,430</b>	<b>-</b>

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>INFRASTRUCTURE</b>								
<b>Roads</b>								
<b>Urban Roads</b>								
Minor Seal Extensions	20,000	20,000	-	-	-	-	20,000	-
Consultancy/Design	21,400	21,400	-	-	-	-	21,400	-
Urban Local Roads Final Seals	64,200	-	64,200	-	-	-	64,200	-
Intersection Treatments	21,400	-	-	21,400	-	-	21,400	-
Urban Roads Donated Infrastructure	69,582	69,582	-	-	-	-	69,582	-
Urban Heavy Patching	130,000	-	130,000	-	-	-	130,000	-
Investigation Reporting	47,100	47,100	-	-	-	-	47,100	-
Urban Reseals	252,000	-	252,000	-	-	-	252,000	-
Microsurfacing Urban All Conditions	530,000	-	530,000	-	450,000	-	80,000	-
Renewal Kerb & Channel	145,000	-	145,000	-	-	-	145,000	-
<b>Rural Roads</b>								
Intersection/Traffic Improvement	15,000	-	-	15,000	-	-	15,000	-
Consultants	10,700	10,700	-	-	-	-	10,700	-
Minor Seal Extensions	10,000	10,000	-	-	-	-	10,000	-
Vegetation Clearance Road Reconstruction	30,000	-	30,000	-	-	-	30,000	-
Heavy Patching Rural	520,000	-	520,000	-	-	-	520,000	-
Dim Minyip Road (Boundary Road) Segment 4149	87,000	-	53,070	33,930	60,900	13,050	13,050	-
Dim Minyip Road (Boundary Road) Segment 559	284,200	-	173,362	110,838	198,940	42,630	42,630	-
Dim Minyip Road (Boundary Road) Segment 556	609,000	-	371,490	237,510	426,300	91,350	91,350	-
Noradjuha-Tooan East Road Segment 1670	487,481	-	292,489	194,993	243,741	-	243,741	-
North East Wonwondah Road Segment 1678	1,401,005	-	840,603	560,402	700,502	-	700,502	-
Rural Local Roads Final Seals	157,500	-	157,500	-	157,500	-	-	-
Rural Reseals	635,250	-	635,250	-	543,456	-	91,794	-
Rural Road Shoulder Resheeting/Reconstruction	300,000	-	300,000	-	300,000	-	-	-
Rural Gravel Resheeting	1,000,000	-	1,000,000	-	584,940	-	415,060	-
<b>Total Roads</b>	<b>6,847,818</b>	<b>178,782</b>	<b>5,494,963</b>	<b>1,174,072</b>	<b>3,666,279</b>	<b>147,030</b>	<b>3,034,509</b>	<b>-</b>
<b>Bridges</b>								
Renewal of Bridge Assets Polkemmet Bridge	214,000	-	214,000	-	107,000	-	107,000	-
<b>Total Bridges</b>	<b>214,000</b>	<b>-</b>	<b>214,000</b>	<b>-</b>	<b>107,000</b>	<b>-</b>	<b>107,000</b>	<b>-</b>

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Footpaths and Cycleways</b>								
Bikepaths Final Seals	36,946	-	36,946	-	-	-	36,946	-
Bikepaths Sealing Works	52,500	-	52,500	-	-	-	52,500	-
Footpath Rehabilitation - Disability Strategy	52,500	-	-	52,500	-	-	52,500	-
Extend Bike Tracks from Bike Plan	157,500	78,750	-	78,750	78,750	-	78,750	-
Footpaths - Condition 4 Section Renewal	130,000	-	130,000	-	130,000	-	-	-
<b>Total Footpaths and Cycleways</b>	<b>429,446</b>	<b>78,750</b>	<b>219,446</b>	<b>131,250</b>	<b>208,750</b>	<b>-</b>	<b>220,696</b>	<b>-</b>
<b>Drainage</b>								
Renewal Drainage Assets	144,450	-	144,450	-	-	-	144,450	-
<b>Total Drainage</b>	<b>144,450</b>	<b>-</b>	<b>144,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>144,450</b>	<b>-</b>
<b>Recreational, Leisure &amp; Community Facilities</b>								
Skatepark Precinct Upgrade & Development Planning & Design	53,500	33,500	-	20,000	-	-	53,500	-
Sunnyside Precinct Detailed Design	53,500	53,500	-	-	-	-	53,500	-
Haven Precinct Detailed Design Plan	53,500	53,500	-	-	-	-	53,500	-
City Oval New Playground	267,500	267,500	-	-	262,500	-	5,000	-
CBD Activation Design Works for Streetscape Plan	200,000	200,000	-	-	-	-	200,000	-
Lukin Court Park Development	200,000	200,000	-	-	-	-	200,000	-
Weir Park Wetlands Retaining Wall Renewal	53,000	-	53,000	-	-	-	53,000	-
<b>Total Recreational, Leisure &amp; Community</b>	<b>881,000</b>	<b>808,000</b>	<b>53,000</b>	<b>20,000</b>	<b>262,500</b>	<b>-</b>	<b>618,500</b>	<b>-</b>
<b>Waste Management</b>								
Various Design Works for Landfill	53,500	53,500	-	-	-	-	53,500	-
<b>Total Waste Management</b>	<b>53,500</b>	<b>53,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,500</b>	<b>-</b>
<b>Parks, Open Space and Streetscapes</b>								
Renewal Urban Open Space Assets Including Playground Equipment Condition 4 & 5	165,000	-	165,000	-	-	-	165,000	-
Renewal Rural Open Space Assets	20,000	-	20,000	-	-	-	20,000	-
<b>Total Parks, Open Spaces and Streetscapes</b>	<b>185,000</b>	<b>-</b>	<b>185,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,000</b>	<b>-</b>

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Aerodromes</b>								
Aerodrome Lighting Upgrade	245,000	-	-	245,000	196,000	-	49,000	-
Aerodrome Line Marking	13,000	-	13,000	-	-	-	13,000	-
<b>Total Aerodromes</b>	<b>258,000</b>	<b>-</b>	<b>13,000</b>	<b>245,000</b>	<b>196,000</b>	<b>-</b>	<b>62,000</b>	<b>-</b>
<b>Off Street Car Parks</b>								
Solar Shade Structures Over Carparks Planning & Design	53,500	53,500	-	-	-	-	53,500	-
<b>Total Off Street Car Parks</b>	<b>53,500</b>	<b>53,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,500</b>	<b>-</b>
<b>Other Infrastructure</b>								
City Branding Signage Renewal	321,000	-	321,000	-	-	-	321,000	-
Renewal of Other Assets	30,000	-	30,000	-	-	-	30,000	-
WAL Hub Entrance Landscaping	74,000	74,000	-	-	-	-	74,000	-
Renewal of Assets Aquatic Centre	50,000	-	50,000	-	-	-	50,000	-
<b>Total Other Infrastructure</b>	<b>475,000</b>	<b>74,000</b>	<b>401,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>475,000</b>	<b>-</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>9,541,714</b>	<b>1,246,532</b>	<b>6,724,860</b>	<b>1,570,322</b>	<b>4,440,529</b>	<b>147,030</b>	<b>4,954,155</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>22,861,079</b>	<b>6,877,467</b>	<b>12,038,760</b>	<b>3,944,852</b>	<b>8,256,566</b>	<b>508,636</b>	<b>13,695,877</b>	<b>400,000</b>

## 4.6 Summary of Planned Capital Works Expenditure

For the years ending 30 June 2025, 2026 & 2027

Capital Works Area 2024/25	Project cost \$'000	Asset expenditure type			Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Property</b>								
Land	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-
Buildings	4,699	1,683	1,807	1,209	13	-	2,580	2,106
Heritage buildings	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-
<b>Total buildings</b>	4,699	1,683	1,807	1,209	13	-	2,580	2,106
<b>Total property</b>	<b>4,699</b>	<b>1,683</b>	<b>1,807</b>	<b>1,209</b>	<b>13</b>	<b>-</b>	<b>2,580</b>	<b>2,106</b>
<b>Plant and equipment</b>								
Heritage plant and equipment	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,668	123	1,545	-	320	-	1,348	-
Fixtures, fittings and furniture	135	25	110	-	-	-	135	-
Computers and telecommunications	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>1,803</b>	<b>148</b>	<b>1,655</b>	<b>-</b>	<b>320</b>	<b>-</b>	<b>1,483</b>	<b>-</b>
<b>Infrastructure</b>								
Roads	5,844	70	4,282	1,491	2,861	-	2,983	-
Bridges	100	-	100	-	50	-	50	-
Footpaths and cycleways	205	63	132	11	160	-	45	-
Drainage	135	-	135	-	-	-	135	-
Recreational, leisure and community facilities	11,288	6,429	2,485	2,374	5,887	-	4,056	1,345
Waste management	1,030	450	200	380	-	-	1,030	-
Parks, open space and streetscapes	990	628	182	181	310	-	550	130
Aerodromes	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-
Other infrastructure	4,236	1,596	640	2,000	1,030	-	3,206	-
<b>Total infrastructure</b>	<b>23,828</b>	<b>9,236</b>	<b>8,155</b>	<b>6,437</b>	<b>10,298</b>	<b>-</b>	<b>12,055</b>	<b>1,475</b>
<b>Total capital works expenditure</b>	<b>30,330</b>	<b>11,068</b>	<b>11,617</b>	<b>7,645</b>	<b>10,631</b>	<b>-</b>	<b>16,119</b>	<b>3,581</b>

Capital Works Area 2025/26	Project cost \$'000	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>								
Land	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-
Buildings	7,396	2,374	2,874	2,148	333	-	3,823	3,240
Heritage buildings	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-
<b>Total buildings</b>	7,396	2,374	2,874	2,148	333	-	3,823	3,240
<b>Total property</b>	<b>7,396</b>	<b>2,374</b>	<b>2,874</b>	<b>2,148</b>	<b>333</b>	<b>-</b>	<b>3,823</b>	<b>3,240</b>
<b>Plant and equipment</b>								
Heritage plant and equipment	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,013	59	1,954	-	242	-	1,771	-
Fixtures, fittings and furniture	119	-	119	-	-	-	119	-
Computers and telecommunications	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>2,132</b>	<b>59</b>	<b>2,073</b>	<b>-</b>	<b>242</b>	<b>-</b>	<b>1,890</b>	<b>-</b>
<b>Infrastructure</b>								
Roads	6,889	302	5,238	1,348	2,835	-	4,053	-
Bridges	108	-	108	-	54	-	54	-
Footpaths and cycleways	410	194	162	54	286	-	70	54
Drainage	146	-	146	-	-	-	146	-
Recreational, leisure and community facilities	5,853	5,207	249	397	2,991	-	1,582	1,280
Waste management	432	173	-	259	-	-	432	-
Parks, open space and streetscapes	864	540	281	43	335	-	421	108
Aerodromes	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-
Other infrastructure	9,422	2,144	537	6,741	3,663	-	5,759	-
<b>Total infrastructure</b>	<b>24,125</b>	<b>8,560</b>	<b>6,721</b>	<b>8,843</b>	<b>10,165</b>	<b>-</b>	<b>12,518</b>	<b>1,442</b>
<b>Total capital works expenditure</b>	<b>33,653</b>	<b>10,994</b>	<b>11,668</b>	<b>10,991</b>	<b>10,739</b>	<b>-</b>	<b>18,232</b>	<b>4,682</b>

Capital Works Area 2026/27	Project cost \$'000	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>								
Land	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-
Buildings	7,314	6,519	665	131	2,877	-	4,437	-
Heritage buildings	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-
<b>Total buildings</b>	7,314	6,519	665	131	2,877	-	4,437	-
<b>Total property</b>	<b>7,314</b>	<b>6,519</b>	<b>665</b>	<b>131</b>	<b>2,877</b>	<b>-</b>	<b>4,437</b>	<b>-</b>
<b>Plant and equipment</b>								
Heritage plant and equipment	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,929	61	1,868	-	-	-	1,929	-
Fixtures, fittings and furniture	194	-	194	-	-	-	194	-
Computers and telecommunications	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>2,123</b>	<b>61</b>	<b>2,062</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,123</b>	<b>-</b>
<b>Infrastructure</b>								
Roads	6,767	188	5,121	1,458	2,653	-	4,114	-
Bridges	111	-	111	-	55	-	55	-
Footpaths and cycleways	338	78	166	94	252	-	86	-
Drainage	150	-	150	-	-	-	150	-
Recreational, leisure and community facilities	4,543	3,690	366	488	2,360	-	1,297	887
Waste management	3,362	-	3,362	-	-	-	3,362	-
Parks, open space and streetscapes	1,839	1,551	244	44	1,042	-	621	177
Aerodromes	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-
Other infrastructure	3,844	997	298	2,549	1,551	-	1,849	443
<b>Total infrastructure</b>	<b>20,955</b>	<b>6,505</b>	<b>9,818</b>	<b>4,632</b>	<b>7,914</b>	<b>-</b>	<b>11,534</b>	<b>1,507</b>
<b>Total capital works expenditure</b>	<b>30,391</b>	<b>13,084</b>	<b>12,544</b>	<b>4,763</b>	<b>10,791</b>	<b>-</b>	<b>18,094</b>	<b>1,507</b>

## 5. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

### Targeted performance indicators – Service

Indicator	Measure	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend
					2024/25	2025/26	2026/27	+/-
<b>Governance</b>								
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	53	53	54	55	56	57	+
<b>Roads</b>								
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	1,005	1,000	980	960	940	920	+
<b>Statutory planning</b>								
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	100	98	100	100	100	100	o
<b>Waste management</b>								
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	19	24	40	41	42	43	+

### Targeted performance indicators - Financial

Indicator	Measure	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend
					2024/25	2025/26	2026/27	+/-
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	229%	286%	210%	229%	213%	183%	-
<b>Obligations</b>								
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	79%	120%	127%	149%	170%	126%	+
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	61%	59%	60%	58%	56%	60%	o
<b>Efficiency</b>								
Expenditure level	Total expenses / no. of property assessments	\$4,478	\$4,364	\$4,374	\$4,376	\$4,375	\$4,370	+

## 5a. Financial Performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Actual	Forecast	Budget	Projections			Trend
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-10.23%	-7.50%	-3.40%	1.50%	6.70%	1.20%	-
Liquidity								
Unrestricted cash	Unrestricted cash / current liabilities	132%	185%	155%	150%	141%	108%	-
Obligations								
Loans and borrowings	Interest bearing loans and borrow ings / rate revenue	14.50%	17.30%	14.40%	11.70%	23.40%	24.70%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrow ings / rate revenue	0.43%	0.60%	3.60%	13.60%	2.10%	4.40%	+
Indebtedness	Non-current liabilities / ow n source revenue	11.39%	11.98%	12.80%	20.00%	26.80%	29.20%	+
Stability								
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.60%	0.60%	0.58%	0.57%	0.56%	0.55%	-
Efficiency								
Revenue level	General rates and municipal charges / no. of property assessments	\$2,354	\$2,405	\$2,546	\$2,589	\$2,601	\$2,626	+

### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## 6. Fees and Charges Schedule

Schedule attached on following page

## A. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2023/24.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Rates and Property Management</b>							
Municipal Charge	Per Property	Non-Taxable	\$ 200.00	\$ 200.00	\$ -	0.0%	Statutory
Urban Bin Service	Per Property	Non-Taxable	\$ 479.00	\$ 497.00	\$ 18.00	3.8%	Statutory
Rural Bin Service	Per Property	Non-Taxable	\$ 407.00	\$ 348.00	\$ (59.00)	-14.5%	Statutory
Additional Garbage Bin	Per bin	Non-Taxable		\$ 140.00	NEW		Statutory
Additional Recycling Bin	Per bin	Non-Taxable		\$ 140.00	NEW		Statutory
Additional Organics Bin	Per bin	Non-Taxable		\$ 140.00	NEW		Statutory
Additional Glass Bin	Per bin	Non-Taxable		\$ 80.00	NEW		Statutory
Commercial Bin Service (weekly garbage/fortnightly recycling)	Per bin	Non-Taxable	\$ 462.00	\$ 480.00	\$ 18.00	3.9%	Statutory
Additional Commercial Garbage Bin (weekly)	Per bin	Non-Taxable		\$ 300.00	NEW		Statutory
Additional Commercial Recycling Bin	Per bin	Non-Taxable	\$ 180.00	\$ 180.00	\$ -	0.0%	Statutory
Additional Commercial Organics Bin	Per bin	Non-Taxable		\$ 180.00	NEW		Statutory
Additional Commercial Glass Bin	Per bin	Non-Taxable		\$ 90.00	NEW		Statutory
<b>Regional Livestock Exchange</b>							
Application fee	Annual Fee	Taxable	\$ 74,800	\$ 77,000	\$ 2,200.00	2.9%	Non-statutory
<b>Truck Wash</b>							
Purchase Avdata Key	Per Key	Taxable	\$ 44.00	\$ 44.00	\$ -	0.0%	Non-statutory
Occasional users - tray trucks/trailers	Per 3 mins. Min Charge 3 mins	Taxable	\$ 9.35	\$ 9.35	\$ -	0.0%	Non-statutory
Coin in the slot	Per 2 mins	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
Occasional users - semi-trailers	Per Visit	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
<b>General Sales Dues</b>							
Sales Dues - Cattle (excluding Bulls)	Per Head/Day	Taxable	\$ 15.40	\$ 16.50	\$ 1.10	7.1%	Non-statutory
Sales Dues - Bulls	Per Head/Day	Taxable	\$ 15.40	\$ 16.50	\$ 1.10	7.1%	Non-statutory
Sales Dues - Calves	Per Head/Day	Taxable	\$ 7.70	\$ 8.25	\$ 0.55	7.1%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Sales Dues - Sheep	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.04	3.8%	Non-statutory
Sales Dues - Goats	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
<b>Holding Fees - for use of pens or other accommodation provided by Council</b>							
Cattle	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
Sheep	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
Goats	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
Weighing Fee Cattle (except those for sale)	Per Head	Taxable	\$ 7.26	\$ 7.48	\$ 0.22	3.0%	Non-statutory
Holding Paddock fee - No charge first night. Stock removed by lunchtime Friday or an agistment fee is payable	Per Head/Day	Taxable	\$ 0.37	\$ 0.39	\$ 0.01	2.9%	Non-statutory
Disposal Fee	Per Head	Taxable	\$ 39.60	\$ 40.70	\$ 1.10	2.8%	Non-statutory
Ear Tagging Cattle	Per Head	Taxable	\$ 39.60	\$ 40.70	\$ 1.10	2.8%	Non-statutory
Ear Tagging Sheep and Goats	Per Head	Taxable	\$ 5.72	\$ 5.83	\$ 0.11	1.9%	Non-statutory

### Library Services - (Previously Wimmera Regional Library Corporation)

Replacement of Membership Card	Per Hour	Taxable	\$ 2.00	New	Non-statutory
<b>Inter-Library Loans (non-Public Libraries Victoria)</b>					
Service Fee (non refundable)	Per Item	Taxable	\$ -	New	Non-statutory
Costs	Per Item	Taxable	At Cost		Non-statutory
Late charges	Per item/day	Taxable	\$ -	New	Non-statutory
Information Searches	Per Item	Taxable	At Cost	\$ -	Non-statutory
Library Bags	Per Item	Taxable	\$ 1.50	New	Non-statutory
USB (2GB)	Per Item	Taxable	\$ 8.50	New	Non-statutory
Headphones	Per Item	Taxable	\$ 3.50	New	Non-statutory
Programs & Activities	Per Activity	Taxable	At Cost	\$ -	Non-statutory
Lost/damaged items		Taxable	RRP + inter library costs	\$ -	Non-statutory
Book Clubs	Per Club / Calendar Year	Taxable	\$ 300.00	New	Non-statutory
Temporary membership (non Victorian residents)	Per Month	Taxable	\$ 5.00	New	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Facsimile Charges</b>							
With Australia 1st Page	Per Page	Taxable	\$	3.00	New		Non-statutory
With Australia additional pages	Per Page	Taxable	\$	1.00	New		Non-statutory
Overseas 1st page	Per Page	Taxable	\$	5.80	New		Non-statutory
Overseas additional pages	Per Page	Taxable	\$	2.35	New		Non-statutory

## Recreation Reserves

### 1A Facility - (City Oval)

#### Levels of Service 1A - Turf wicket, oval suitable for regional level day and night time sporting and change facilities

Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$	300.00	\$	300.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Up to 8 Hours	Taxable	\$	250.00	\$	250.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$	250.00	\$	250.00	\$	-	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) – Day Rate	Up to 8 Hours	Taxable			\$	200.00		New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day rate	Up to 4 Hours	Taxable	\$	150.00	\$	150.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Up to 4 Hours	Taxable	\$	390.00	\$	390.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) - Day Rate	Up to 4 Hours	Taxable	\$	125.00	\$	125.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) - Night Rate	Up to 4 Hours	Taxable	\$	365.00	\$	365.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) - Day Rate	Up to 4 Hours	Taxable	\$	125.00	\$	125.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) - Night Rate	Up to 4 Hours	Taxable	\$	365.00	\$	365.00	\$	-	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) - Day rate	Up to 4 Hours	Taxable			\$	100.00		New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Per Hour	Taxable	\$	50.00	\$	50.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$	110.00	\$	110.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Per Hour	Taxable	\$	40.00	\$	40.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Night Rate	Per Hour	Taxable	\$	100.00	\$	100.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Per Hour	Taxable	\$	40.00	\$	40.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$	100.00	\$	100.00	\$	-	0.0%	Non-statutory
Oval/Greenspace Only – Day Rate	Per Hour	Taxable	\$	30.00	\$	30.00	\$	-	0.0%	Non-statutory
Oval/Greenspace Only – Night Rate	Per Hour	Taxable	\$	90.00	\$	90.00	\$	-	0.0%	Non-statutory
Tennis/Netball Courts Only – Day Rate	Per Hour	Taxable	\$	30.00	\$	30.00	\$	-	0.0%	Non-statutory
Tennis/Netball Courts Only – Night Rate	Per Hour	Taxable	\$	90.00	\$	90.00	\$	-	0.0%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Line markings	Per Hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.0%	Non-statutory

**Levels of Service 1B – Oval/greenspace may have turf/wicket/concrete pitch or no pitch. Clubroom/kitchen may have change facilities, may have lights to training standard**

**1B Facility - (Dudley Cornell / College Oval / Sunnyside / Haven / Racecourse)**

Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$ 75.00	\$ 75.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Up to 8 Hours	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) –Day Rate	Up to 8 Hours	Taxable		\$ 40.00	New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 4 Hours	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Up to 4 Hours	Taxable	\$ 130.00	\$ 130.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Up to 4 Hours	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) –Night Rate	Up to 4 Hours	Taxable	\$ 110.00	\$ 110.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 4 Hours	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Up to 4 Hours	Taxable	\$ 110.00	\$ 110.00	\$ -	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) – Day Rate	Up to 4 Hours	Taxable		\$ 25.00	New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) –Day Rate	Per Hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Per Hour	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Night Rate	Per Hour	Taxable	\$ 35.00	\$ 35.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Per Hour	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$ 35.00	\$ 35.00	\$ -	0.0%	Non-statutory
Clubrooms Only	Per Hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Oval/Greenspace Only – Day Rate	Per Hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Oval/Greenspace Only – Night Rate	Per Hour	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Tennis/Netball Courts Only – Day Rate	Per Hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Tennis/Netball Courts Only – Night Rate	Per Hour	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory

**Seasonal User**

Calculation for seasonal users is casual cost per week for 10 weeks. Seasonal users are provided access for 6 months either over summer or winter.

**Annual User**

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Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	

Calculation for annual users is casual cost per week for 20 weeks. Annual users are provided access for 6 to 12 Months

**Notes for Recreation Reserves**

Clubrooms at City Oval is for change rooms only. Clubrooms may be provided to multiple groups at the same time.

Day hire is 7am-8pm during daylight saving hours. Night hire is 8pm-11pm during daylight saving hours.

Day hire is 7am-6pm during non-daylight saving hours. Night hire is 6pm-11pm during non-daylight saving hours.

Licence will override any fees payable

**Horsham Town Hall**

Auditorium Theatre (500)	Per Hour	Taxable	\$	-	\$	288.00	New	Non-statutory
Auditorium Rehearse/Bump In/Out	Per Hour	Taxable	\$	-	\$	192.00	New	Non-statutory
Auditorium Season Blackout Charge	Per Hour	Taxable	\$	-	\$	29.00	New	Non-statutory
Foyer	Per Hour	Taxable	\$	-	\$	75.00	New	Non-statutory
Heritage Hall - Expo/Events	Per Hour	Taxable	\$	-	\$	157.00	New	Non-statutory
Heritage Hall - Performance/Bump In/Out	Per Hour	Taxable	\$	-	\$	169.00	New	Non-statutory
Heritage Hall - Expo Set-Ups/Event Set-Ups/Rehearsals	Per Hour	Taxable	\$	-	\$	53.00	New	Non-statutory
Town Hall Balcony Room	Per Hour	Taxable	\$	-	\$	46.00	New	Non-statutory
Education Studio Seated (40)	Per Hour	Taxable	\$	-	\$	68.00	New	Non-statutory
Green Room or Meeting Room Seated (25)	Per Hour	Taxable	\$	-	\$	55.00	New	Non-statutory
Art Gallery	Per Hour	Taxable	\$	-	\$	60.00	New	Non-statutory
Town Hall Kitchen	Per Hour	Taxable	\$	-	\$	54.00	New	Non-statutory
Piano Hire	Per Hire	Taxable	\$	170.00	\$	180.00	\$	10.00 5.9% Non-statutory
Piano Tuning	Per Tuning	Taxable	\$	290.00	\$	300.00	\$	10.00 3.4% Non-statutory
Additional Cleaning	Per Hour	Taxable	\$	105.00	\$	105.00	\$	- 0.0% Non-statutory

**Community rate - Discount of 60% on rental hire charges only**

Duty Manager/Front of House	Per Hour	Taxable	\$	50.00	\$	50.00	\$	- 0.0% Non-statutory
Duty Manager/Front of House - Overtime	Per Hour	Taxable	\$	95.00	\$	95.00	\$	- 0.0% Non-statutory
Duty Manager/Front of House - Public Holiday	Per Hour	Taxable	\$	100.00	\$	125.00	\$	25.00 25.0% Non-statutory
Casual Box Office staff	Per Hour	Taxable	\$	42.00	\$	42.00	\$	- 0.0% Non-statutory
Casual Box Office staff - Overtime	Per Hour	Taxable	\$	84.00	\$	79.80	\$	(4.20) -5.0% Non-statutory
Casual Box Office staff - Public Holiday	Per Hour	Taxable	\$	94.50	\$	105.00	\$	10.50 11.1% Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Casual Ushers, Bar Staff & Merchandise sellers	Per Hour	Taxable	\$ 42.00	\$ 42.00	\$ -	0.0%	Non-statutory
Casual Ushers, Bar Staff & Merchandise sellers - Overtime	Per Hour	Taxable	\$ 84.00	\$ 79.80	\$ (4.20)	-5.0%	Non-statutory
Casual Ushers, Bar Staff & Merchandise sellers	Per Hour	Taxable	\$ 94.50	\$ 105.00	\$ 10.50	11.1%	Non-statutory
Supervising Technician	Per Hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.0%	Non-statutory
Supervising Technician - Overtime	Per Hour	Taxable	\$ 114.00	\$ 114.00	\$ -	0.0%	Non-statutory
Supervising Technician - Public Holiday	Per Hour	Taxable	\$ 128.50	\$ 150.00	\$ 21.50	16.7%	Non-statutory
Casual technical staff	Per Hour	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Casual technical staff - Overtime	Per Hour	Taxable	\$ 89.00	\$ 95.00	\$ 6.00	6.7%	Non-statutory
Casual technical staff - Public Holiday	Per Hour	Taxable	\$ 100.00	\$ 125.00	\$ 25.00	25.0%	Non-statutory
Missed Meal Breaks	Per Hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
Radio Mic	Per Day		\$ 55.00	\$ 55.00	\$ -	0.0%	Non-statutory
Lapel Mic	Per Day		\$ 55.00	\$ 55.00	\$ -	0.0%	Non-statutory
Lectern	Per Hire		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Haze Machine	Per Hire		\$ 130.00	\$ 130.00	\$ -	0.0%	Non-statutory
Projector 6000 Lumen	Per Hire		\$ 300.00	\$ 300.00	\$ -	0.0%	Non-statutory
Projector 3300 Lumen	Per Hire		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
2400 x 1200 Riser (Beartrap 400mm)	Per Hire		\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
2400 x 1200 Riser (Beartrap 600mm)	Per Hire		\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Glow Tape	Per tape		\$ 45.00	\$ 45.00	\$ -	0.0%	Non-statutory
Interactive TV Hire	Per Day		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
Mirror Ball Hire	Per Hire		\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Projection Mirror	Per Hire		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
Power Leads	Per Hire		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Powered Speaker/Wedge	Per Day		\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Richard Morris Sequin Curtain	Per Hire		\$ 250.00	\$ 250.00	\$ -	0.0%	Non-statutory
Up Lights	Per Hire		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
Whiteboard	Per Hire		\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Artificial Grass	Per Hire		\$ 250.00	\$ 250.00	\$ -	0.0%	Non-statutory
Festoon Lights (Plus replacement globes)	Per Hire		\$ 150.00	\$ 150.00	\$ -	0.0%	Non-statutory
Acoustic Drapes	Per Hire		\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Chair Cover Hire	Per Item		\$ 12.00	\$ 12.00	\$ -	0.0%	Non-statutory
Outside Table Hire	Per Item		\$ 11.00	\$ 11.00	\$ -	0.0%	Non-statutory
Linen Serviettes	Per Item		\$ 1.00	\$ 1.00	\$ -	0.0%	Non-statutory
Tea & Coffee - Supper	Per Person		\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
Tea & Coffee - All Day	Per Person		\$ 4.00	\$ 4.00	\$ -	0.0%	Non-statutory
Tea, Coffee & Juice - All Day	Per Person		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Tea, Coffee & Biscuits - Supper	Per Person		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Juice - All Day	Per Person		\$ 3.00	\$ 3.00	\$ -	0.0%	Non-statutory
Punch - Jug	Per Person		\$ 9.00	\$ 9.00	\$ -	0.0%	Non-statutory
Commercial Ticket fees	Per Ticket	Taxable	\$ 4.50	\$ 4.50	\$ -	0.0%	Non-statutory
Community Ticket fees	Per Ticket	Taxable	\$ 1.60	\$ 1.60	\$ -	0.0%	Non-statutory
Complimentary Tickets Issuing fee	Per Ticket	Taxable	\$ 1.60	\$ 1.60	\$ -	0.0%	Non-statutory
Additional Performances/Days (per ticketed schedule)	Per Performance	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Specialised & Complex Seating Plans	Per Plan	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Credit card fee	Per Transaction	Taxable	\$ 0.01	\$ 0.01	\$ -	0.0%	Non-statutory
Change to price structure after sales commence	Per change	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Cancellation of booking after on-sale	Per Cancellation	Taxable	\$ 45.00	\$ 45.00	\$ -	0.0%	Non-statutory
Cancellation of Booking ticket print	Per Ticket	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
Postage fees (registered/express/regular)	Per Post	Taxable	\$ 8.50	\$ 8.50	\$ -	0.0%	Non-statutory
Seat Exchange fee	Per Exchange	Taxable	\$ 1.50	\$ 1.50	\$ -	0.0%	Non-statutory
Ticket Reprint fee	Per Reprint	Taxable	\$ 1.00	\$ 1.00	\$ -	0.0%	Non-statutory
<b>Commission on Merchandise is 10 % of Sales</b>							
Marketing Package - Community	Per Event		\$ 300.00	\$ 300.00	\$ -	0.0%	Non-statutory
Marketing Package - Commercial	Per Event		\$ 500.00	\$ 500.00	\$ -	0.0%	Non-statutory
<b>Kalkee Road Children's Hub</b>							
Multipurpose Room - Full Rate	Hourly	Taxable	\$ 62.70	\$ 66.00	\$ 3.30	5.3%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Multipurpose Room - Full Rate	Half Day	Taxable	\$ 141.90	\$ 148.50	\$ 6.60	4.7%	Non-statutory
Multipurpose Room - Full Rate	Full Day	Taxable	\$ 260.70	\$ 275.00	\$ 14.30	5.5%	Non-statutory
Multipurpose Room - Community Rate	Hourly	Taxable	\$ 28.60	\$ 30.25	\$ 1.65	5.8%	Non-statutory
Multipurpose Room - Community Rate	Half Day	Taxable	\$ 62.70	\$ 66.00	\$ 3.30	5.3%	Non-statutory
Multipurpose Room - Community Rate	Full Day	Taxable	\$ 125.40	\$ 132.00	\$ 6.60	5.3%	Non-statutory
Meeting Room - Full Rate	Hourly	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Meeting Room - Full Rate	Half Day	Taxable	\$ 50.60	\$ 52.80	\$ 2.20	4.3%	Non-statutory
Meeting Room - Full Rate	Full Day	Taxable	\$ 100.10	\$ 104.50	\$ 4.40	4.4%	Non-statutory
Meeting Room - Community Rate	Hourly	Taxable	\$ 11.55	\$ 12.10	\$ 0.55	4.8%	Non-statutory
Meeting Room - Community Rate	Half Day	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Meeting Room - Community Rate	Full Day	Taxable	\$ 46.20	\$ 48.40	\$ 2.20	4.8%	Non-statutory
Specialist/Consulting Room - Full Rate	Hourly	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Specialist/Consulting Room - Full Rate	Half Day	Taxable	\$ 50.60	\$ 52.80	\$ 2.20	4.3%	Non-statutory
Specialist/Consulting Room - Full Rate	Full Day	Taxable	\$ 100.10	\$ 104.50	\$ 4.40	4.4%	Non-statutory
Specialist/Consulting Room - Community Rate	Hourly	Taxable	\$ 11.55	\$ 12.10	\$ 0.55	4.8%	Non-statutory
Specialist/Consulting Room - Community Rate	Half Day	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Specialist/Consulting Room - Community Rate	Full Day	Taxable	\$ 46.20	\$ 48.40	\$ 2.20	4.8%	Non-statutory
Gauwirr Room - Full Rate	Hourly	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Gauwirr Room - Full Rate	Half Day	Taxable	\$ 50.60	\$ 52.80	\$ 2.20	4.3%	Non-statutory
Gauwirr Room - Full Rate	Full Day	Taxable	\$ 100.10	\$ 104.50	\$ 4.40	4.4%	Non-statutory
Gauwirr Room - Community Rate	Hourly	Taxable	\$ 11.55	\$ 12.10	\$ 0.55	4.8%	Non-statutory
Gauwirr Room - Community Rate	Half Day	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Gauwirr Room - Community Rate	Full Day	Taxable	\$ 46.20	\$ 48.40	\$ 2.20	4.8%	Non-statutory
Office Rental Single Desk - Exclusive Use	Weekly	Taxable	\$ 125.40	\$ 132.00	\$ 6.60	5.3%	Non-statutory
	Annually	Taxable	\$ 5,995.00	\$ 6,160.00	\$ 165.00	2.8%	Non-statutory
Office Rental Hot Desk	Daily	Taxable	\$ 68.20	\$ 71.50	\$ 3.30	4.8%	Non-statutory
<b>Wimmera Business Centre</b>							
Meeting Room hire	Half Day	Taxable	\$ 67.00	\$ 70.00	\$ 3.00	4.5%	Non-statutory
	Full Day	Taxable	\$ 114.00	\$ 120.00	\$ 6.00	5.3%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Interview Room hire	Evening	Taxable	\$ 72.50	\$ 75.00	\$ 2.50	3.4%	Non-statutory
	Per Hour	Taxable		\$ 25.00	New		Non-statutory
	Half Day	Taxable		\$ 50.00	New		Non-statutory
	Full Day	Taxable	\$ 114.00	\$ 80.00	\$ (34.00)	-29.8%	Non-statutory
	Evening	Taxable		\$ 55.00	New		Non-statutory
Hot Desk Hire Sole Use	Per Hour	Taxable	\$ 15.00	\$ 18.00	\$ 3.00	20.0%	Non-statutory
	Full Day	Taxable		\$ 100.00	New		Non-statutory
Hot Desk Hire Shared Use	Per Hour	Taxable		\$ 15.00	New		Non-statutory
	Full Day	Taxable		\$ 60.00	New		Non-statutory
	Per Hour	Taxable		\$ 10.00	New		Non-statutory

## 'The Station' - 14-16 Pynsent Street, Horsham

Back Rooms In House	Per Hour	Taxable	\$ 5.70	\$ 5.90	\$ 0.20	3.5%	Non-statutory
	4 Hours	Taxable	\$ 17.10	\$ 17.70	\$ 0.60	3.5%	Non-statutory
	8 Hours	Taxable	\$ 34.20	\$ 35.40	\$ 1.20	3.5%	Non-statutory
	Weekly	Taxable	\$ 114.00	\$ 118.00	\$ 4.00	3.5%	Non-statutory
Front Rooms In House (Inc. Kitchen)	Per Hour	Taxable	\$ 11.40	\$ 11.80	\$ 0.40	3.5%	Non-statutory
	4 Hours	Taxable	\$ 34.20	\$ 35.40	\$ 1.20	3.5%	Non-statutory
	8 Hours	Taxable	\$ 57.00	\$ 59.00	\$ 2.00	3.5%	Non-statutory
	Weekly	Taxable	\$ 285.00	\$ 295.00	\$ 10.00	3.5%	Non-statutory
Main Hall	Per Hour	Taxable	\$ 17.10	\$ 17.70	\$ 0.60	3.5%	Non-statutory
	4 Hours	Taxable	\$ 51.30	\$ 53.10	\$ 1.80	3.5%	Non-statutory
	8 Hours	Taxable	\$ 91.20	\$ 94.40	\$ 3.20	3.5%	Non-statutory
	Weekly	Taxable	\$ 456.00	\$ 472.00	\$ 16.00	3.5%	Non-statutory

## Jubilee Hall hire

Meeting Room (1, 2 & 3)	Per Hour	Taxable	\$ 5.20	\$ 5.40	\$ 0.20	3.8%	Non-statutory
	4 Hours	Taxable	\$ 15.50	\$ 16.20	\$ 0.70	4.5%	Non-statutory
	8 Hours	Taxable	\$ 31.00	\$ 32.40	\$ 1.40	4.5%	Non-statutory

## Horsham Aquatic Centre

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
<b>Memberships</b>							
Health and Wellness Start-up Fee	Each	Taxable	\$ 100.00	\$ 99.00	\$ (1.00)	-1.0%	Non-statutory
Health and Wellness Start-up Fee - 6 month Commit & Save	Each	Taxable	\$ 26.00	\$ 29.95	\$ 3.95	15.2%	Non-statutory
Health & Wellness	Each	Taxable	\$ 43.00	\$ 45.50	\$ 2.50	5.8%	Non-statutory
Health & Wellness Family - Existing ONLY	Each	Taxable	\$ 35.00	\$ 36.50	\$ 1.50	4.3%	Non-statutory
Health & Wellness Concession	Each	Taxable	\$ 35.00	\$ 36.50	\$ 1.50	4.3%	Non-statutory
Health & Wellness Concession Family - Existing ONLY	Each	Taxable	\$ 27.00	\$ 28.50	\$ 1.50	5.6%	Non-statutory
Health & Wellness Corporate	Each	Taxable	\$ 35.00	\$ 36.50	\$ 1.50	4.3%	Non-statutory
New corporate/concession members (sign up after June 30)	Each	Taxable		\$ 39.95	NEW		Non-statutory
Teen Gym	Each	Taxable	\$ 25.00	N/A	N/A		Non-statutory
Joining Fee	Each	Taxable	\$ 25.00	\$ 26.50	\$ 1.50	6.0%	Non-statutory
Pryme Movers	Each	Taxable	\$ 25.00	\$ 26.50	\$ 1.50	6.0%	Non-statutory
Joining Fee	Each	Taxable	\$ 25.00	\$ 29.95	\$ 4.95	19.8%	Non-statutory
Aquatic Start-up Fee	Each	Taxable	\$ 25.00	\$ 29.95	\$ 4.95	19.8%	Non-statutory
Aquatic Start-up Fee - Child	Each	Taxable	\$ 26.00	\$ 29.95	\$ 3.95	15.2%	Non-statutory
Aquatic	Each	Taxable	\$ 29.00	\$ 30.00	\$ 1.00	3.4%	Non-statutory
Aquatic Family - Existing ONLY	Each	Taxable	\$ 23.00	\$ 25.00	\$ 2.00	8.7%	Non-statutory
Aquatic Concession	Each	Taxable	\$ 23.00	\$ 25.00	\$ 2.00	8.7%	Non-statutory
Aquatic Concession Family - Existing ONLY	Each	Taxable	\$ 17.50	\$ 19.00	\$ 1.50	8.6%	Non-statutory
Aquatic Corporate	Each	Taxable	\$ 23.00	\$ 25.00	\$ 2.00	8.7%	Non-statutory
<b>Rec Swimming</b>							
Adult Swim	Each	Taxable	\$ 6.00	\$ 6.25	\$ 0.25	4.2%	Non-statutory
Child/Concession Swim	Each	Taxable	\$ 5.00	\$ 5.25	\$ 0.25	5.0%	Non-statutory
Family Swim	Each	Taxable	\$ 12.50	\$ 13.50	\$ 1.00	8.0%	Non-statutory
		Taxable					
<b>Swimming Lessons</b>							
Swimming Lesson Membership	Each	Taxable	\$ 38.50	\$ 39.95	\$ 1.45	3.8%	Non-statutory
Swimming Lesson Plus Family - Existing ONLY	Each	Taxable	\$ 31.00	\$ 33.00	\$ 2.00	6.5%	Non-statutory
Private Lesson (30 minutes)	Each	Taxable	\$ 36.00	\$ 38.00	\$ 2.00	5.6%	Non-statutory
Adult/Aqua guard/Pre-Club	Each	Taxable	\$ 50.00	\$ 55.00	\$ 5.00	10.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Schools - Aquatic</b>							
Swimming Lesson (instructor) 30 minutes - per participant	Each	Taxable	\$ 5.00	\$ 5.50	\$ 0.50	10.0%	Non-statutory
Swimming Lesson (instructor) 45 minutes - per participant	Each	Taxable	\$ 6.75	\$ 7.50	\$ 0.75	11.1%	Non-statutory
Swimming Lesson (instructor) 60 minutes - per participant	Each	Taxable	\$ 8.25	\$ 9.00	\$ 0.75	9.1%	Non-statutory
<b>Swimming Carnivals</b>							
Schools - per entrance	Each	Taxable	\$ 2.00	\$ 2.50	\$ 0.50	25.0%	Non-statutory
Carnival Hire	Each	Taxable	\$ 105.00	\$ 125.00	\$ 20.00	19.0%	Non-statutory
Swim Club (within operating hours) - per participant	Each	Taxable	\$ 4.00	\$ 4.50	\$ 0.50	12.5%	Non-statutory
<b>Facility Rental</b>							
Community Studio - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Crèche - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Recreation Hall - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Lane hire - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Any additional hours (50% reduction)	Each	Taxable	\$ 22.50	\$ 24.00	\$ 1.50	6.7%	Non-statutory
<b>Other</b>							
Shower	Each	Taxable	\$ 3.80	\$ 4.00	\$ 0.20	5.3%	Non-statutory
Locker	Each	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
<b>Health Club</b>							
Casual Gym	Each	Taxable	\$ 16.80	\$ 17.95	\$ 1.15	6.8%	Non-statutory
Casula Gym concession	Each	Taxable	\$ 13.20	\$ 13.95	\$ 0.75	5.7%	Non-statutory
Health Consultation & Program Induction	Each	Taxable	\$ 92.00	\$ 95.00	\$ 3.00	3.3%	Non-statutory
<b>Group Fitness</b>							
Casual Class	Each	Taxable	\$ 16.80	\$ 17.80	\$ 1.00	6.0%	Non-statutory
Casual Class concession	Each	Taxable	\$ 13.20	\$ 13.80	\$ 0.60	4.5%	Non-statutory
Pryme Movers	Each	Taxable	\$ 9.00	\$ 9.50	\$ 0.50	5.6%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
<b>Birthday Parties</b>							
Non-catered - Community Studio	Each	Taxable	\$ 17.00	\$ 18.50	\$ 1.50	8.8%	Non-statutory
Deposit	Each	Taxable	\$ 60.00	\$ 65.00	\$ 5.00	8.3%	Non-statutory
<b>Personal Training</b>							
1/2 hour Session - Individual	Each	Taxable	\$ 44.00	\$ 46.00	\$ 2.00	4.5%	Non-statutory
1/2 hour Session - 2 person (total)	Each	Taxable	\$ 28.00	\$ 30.00	\$ 2.00	7.1%	Non-statutory
1/2 hour Session - 3 person (total)	Each	Taxable	\$ 17.20	\$ 18.00	\$ 0.80	4.7%	Non-statutory
<b>Active Ageing</b>							
Group Fitness/Gym	Each	Taxable	\$ 3.60	\$ 3.80	\$ 0.20	5.6%	Non-statutory
Group Swim	Each	Taxable	\$ 6.80	\$ 7.00	\$ 0.20	2.9%	Non-statutory
<b>Crèche</b>							
Member Booking	Each	Taxable	\$ 6.80	\$ 7.80	\$ 1.00	14.7%	Non-statutory
Non-Member Booking	Each	Taxable	\$ 8.80	\$ 9.80	\$ 1.00	11.4%	Non-statutory
Member Families	Each	Taxable	\$ 12.50	\$ 12.80	\$ 0.30	2.4%	Non-statutory
Non-Member Families	Each	Taxable	\$ 16.50	\$ 16.80	\$ 0.30	1.8%	Non-statutory
<b>Building and Asset Management</b>							
Council System Key - Key issue	Per Key	Taxable	\$ 52.50	\$ 55.00	\$ 2.50	4.8%	Non-statutory
Council Lock System – Change of Locks.	Per Change	Taxable	At Cost	At Cost	\$ -	0.0%	Non-statutory
Building and Asset Management Administration Fee	Per Charge	Taxable	\$ 95.00	\$ 100.00	\$ 5.00	5.3%	Non-statutory
Security Alarm Response (False Alarm / Accidental Activation)	Per Incident	Taxable	\$ 95.00	\$ 100.00	\$ 5.00	5.3%	Non-statutory
Fire Alarm Response (False Alarm / Accidental Activation)	Per Incident	Taxable	At Cost	At Cost	\$ -	0.0%	Non-statutory
Photocopying A4 Black & White	Per Page	Taxable	\$ 0.85	\$ 0.25	\$ (0.60)	-70.6%	Non-statutory
Photocopying A4 Colour	Per Page	Taxable	\$ 0.90	\$ 1.00	\$ 0.10	11.1%	Non-statutory
Photocopying A3 Black & White	Per Page	Taxable	\$ 0.95	\$ 1.00	\$ 0.05	5.3%	Non-statutory
Photocopying A3 Colour	Per Page	Taxable	\$ 1.00	\$ 2.50	\$ 1.50	150.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Photocopying A2 Black & White	Per Page	Taxable	\$ 11.00	\$ 12.00	\$ 1.00	9.1%	Non-statutory
Photocopying A2 Colour	Per Page	Taxable	\$ 12.00	\$ 13.50	\$ 1.50	12.5%	Non-statutory
Photocopying A1 Black & White	Per Page	Taxable	\$ 18.00	\$ 19.00	\$ 1.00	5.6%	Non-statutory
Photocopying A1 Colour	Per Page	Taxable	\$ 19.00	\$ 21.00	\$ 2.00	10.5%	Non-statutory
Photocopying A0 Black & White	Per Page	Taxable	\$ 27.50	\$ 30.00	\$ 2.50	9.1%	Non-statutory
Photocopying A0 Colour	Per Page	Taxable	\$ 30.00	\$ 33.00	\$ 3.00	10.0%	Non-statutory

## Dog and Cat Control

Dog	Per Dog	Taxable	\$ 156.00	\$ 162.00	\$ 6.00	3.8%	Statutory
Dog - Desexed/Microchipped	Per Dog	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Statutory
Dog - Working	Per Dog	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Statutory
Dog - Pensioner Concession	Per Dog	Taxable	\$ 78.00	\$ 81.00	\$ 3.00	3.8%	Statutory
Dog - Pensioner Concession - Desexed/Microchipped	Per Dog	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Statutory
Dog - Pensioner Concession - Working	Per Dog	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Statutory
Cat	Per Dog	Taxable	\$ 156.00	\$ 162.00	\$ 6.00	3.8%	Statutory
Cat - Desexed/Microchipped	Per Dog	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Statutory
Cat - Pensioner Concession	Per Dog	Taxable	\$ 78.00	\$ 81.00	\$ 3.00	3.8%	Statutory
Cat - Pensioner Concession - Desexed/Microchipped	Per Dog	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Statutory
Dog – Dangerous.	Per Dog	Taxable	\$ 260.00	\$ 270.00	\$ 10.00	3.8%	Statutory
Dog – Restricted Breed.	Per Dog	Taxable	\$ 260.00	\$ 270.00	\$ 10.00	3.8%	Statutory
Replacement registration tag for dogs and cats. First Replacement Only.	Per Tag	Taxable	No Charge	No Charge		0.0%	Non-statutory
Replacement registration tag for dogs and cats. Subsequent Replacements	Per Tag	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Registration tag for dogs and cats not required to be registered in the Municipality	Per Animal	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Pound - First release fee - During Normal Working Hours (1 free release every two years, but does not apply if Dog involved in attack)	Per Release	Taxable	No Charge	No Charge		0.0%	Non-statutory
Pound - First release fee - (Outside normal working hours)	Per Release	Taxable	\$ 120.00	\$ 125.00	\$ 5.00	4.2%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Pound - Second release fee	Per Release	Taxable	\$ 120.00	\$ 125.00	\$ 5.00	4.2%	Non-statutory
Pound - Third and subsequent release fee	Per Release	Taxable	\$ 250.00	\$ 260.00	\$ 10.00	4.0%	Non-statutory
Additional release fee if dog involved in attack	Per Release	Taxable	\$ 175.00	\$ 180.00	\$ 5.00	2.9%	Non-statutory
Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)	Per Day	Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
Daily feeding and cleaning charges - Per weekday after first 24 hours	Per Day	Taxable	\$ 31.00	\$ 32.00	\$ 1.00	3.2%	Non-statutory
Daily feeding and cleaning charges - Per weekend/public holiday	Per Day	Taxable	\$ 62.00	\$ 64.00	\$ 2.00	3.2%	Non-statutory
Additional charge if animal is required to be kept in quarantine at Pound.	Per Day	Taxable	\$ 33.00	\$ 34.00	\$ 1.00	3.0%	Non-statutory
Additional charge if animal is required to be kept in quarantine with Vet	Per visit	Taxable	Cost + 30%	Cost + 30%		0.0%	Non-statutory
Surrendered Animal - If animal surrendered to Pound.	Per Animal	Taxable	\$ 57.00	\$ 59.00	\$ 2.00	3.5%	Non-statutory
Surrendered Animal - If animal found at large and subsequently surrendered.	Per Animal	Taxable	\$ 103.00	\$ 106.00	\$ 3.00	2.9%	Non-statutory
Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.	Per Animal	Taxable	At Cost	At Cost		0.0%	Non-statutory
Transport Costs to deliver and retrieve animal from Veterinarian.	Per Animal	Taxable	\$ 38.50	\$ 40.00	\$ 1.50	3.9%	Non-statutory
Hire Charge – Cat Trap (Each). First two weeks.	Per Animal	Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
Hire Charge – Cat Trap (Each). After first two weeks.	Per Animal	Taxable	\$ 17.00	\$ 17.50	\$ 0.50	2.9%	Non-statutory
Transport Charge - Cat Trap	Per Trap	Taxable	\$ 50.00	\$ 52.50	\$ 2.50	5.0%	Non-statutory
Cat Trap - lost/stolen/damaged/not returned		Taxable	\$ 180.00	\$ 185.00	\$ 5.00	2.8%	Non-statutory
Hire Charge – Dog Barking Control Device (Each). First two weeks.	Per Device	Taxable	No Charge	No Charge		0.0%	Non-statutory
Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Per Device	Taxable	\$ 28.50	\$ 30.00	\$ 1.50	5.3%	Non-statutory
Transport Charge – Dog Barking Control Device.	Per Device	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Non-statutory
Dog Barking Control Device - lost/stolen/damaged/not returned	Per Device	Taxable	\$ 170.00	\$ 175.00	\$ 5.00	2.9%	Non-statutory
Registration/Renewal of a Domestic Animal Business.	Per Business	Taxable	\$ 310.00	\$ 320.00	\$ 10.00	3.2%	Non-statutory
<b>Offences: Domestic Animals Management Act</b>							
10(1) Failure to apply to register a dog or cat over 3 months S10(1)	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
20(1) Registered dog or cat not wearing council identification marker S20(1)	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
22 Person other than owner removing, altering or defacing identification marker S22	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
23(4) Dog or cat on private property after notice of objection served S23(4)	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
24(1) Dog at large during daylight hours S24(1)	Pen. Unit = 1.5	Non-Taxable	\$ 277.00	TBC			Statutory
24(2) Dog at large at night S24(2)	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
25(1) Cat at large 25(1)	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
26(1) Contravening Council Order relating to presence of dogs or cats in public places	S26 Pen. Unit = 1	Non-Taxable	\$ 185.00	TBC			Statutory
27(1) Greyhound outside premises of owner not adequately muzzled and on leash	Pen. Unit = 1.5	Non-Taxable	\$ 277.00	TBC			Statutory
32(1) Dog or cat being a nuisance	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
32(4) Not complying with court order to abate nuisance created by dog or cat	Pen. Unit = 1.5	Non-Taxable	\$ 277.00	TBC			Statutory
<b>Offences: Community Local Law</b>							
2.14 Failing to immediately remove and appropriately dispose of any animal excrement	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
2.15 Failing to carry a device suitable for picking up and cleaning of any animal excrement	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
2.16 Failing to have dog on leash on any road or municipal place	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory

## Parking Control

Parking Meter	Per Hour	Taxable	\$ 1.50	\$ 1.50	\$ -	0.0%	Non-statutory
Allocated on Street Car Parking Fee (per Bay)	Per Month	Taxable	\$ 100.00	N/A	N/A		Non-statutory
Low cost all-day parking	Per Day	Taxable	\$ 5.00	N/A	N/A		Non-statutory
Closing Off a Parking Bay/Not Available.	Per Day	Taxable	\$ 25.00	\$ 25.00	\$ -	0.0%	Non-statutory
Hire charge – Traffic Cones (Bond may be required).	Per Cone	Taxable	\$ 7.00	\$ 7.00	\$ -	0.0%	Non-statutory
Hire charge – Traffic Cones. Non-Profit (Bond may be required)	Per Cone	Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory

## Health Fees

Class 1 - Premises - Base fee	Annual	Non-Taxable	\$ 430.00	\$ 440.00	\$ 10.00	2.3%	Non-statutory
Class 2 - Premises - Base fee	Annual	Non-Taxable	\$ 430.00	\$ 440.00	\$ 10.00	2.3%	Non-statutory
Maximum Fee Class 1 and 2	Annual	Non-Taxable	\$ 4,050.00	\$ 4,150.00	\$ 100.00	2.5%	Non-statutory
Full time equivalent employees - greater than 5	Per Employee	Non-Taxable	\$ 38.00	\$ 39.00	\$ 1.00	2.6%	Non-statutory
Class 2 Accommodation Meals (B&B)	Annual	Non-Taxable	\$ 150.00	N/A	N/A	N/A	Non-statutory
Class 2 - School Canteens	Annual	Non-Taxable	\$ 43.00	\$ 44.00	\$ 1.00	2.3%	Non-statutory
Class 2 - Food Vehicle	Annual	Non-Taxable	\$ 330.00	\$ 340.00	\$ 10.00	3.0%	Non-statutory
Class 2 - Community Group	Annual	Non-Taxable	\$ 115.00	\$ 120.00	\$ 5.00	4.3%	Non-statutory
Class 2 - Home Based Premises	Annual	Non-Taxable		\$ 130.00	New		Non-statutory
Class 2 - Temporary Event	Per Event	Non-Taxable	\$ 55.00	\$ 60.00	\$ 5.00	9.1%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Class 3A - Premises	Annual	Non-Taxable		\$ 240.00		New	Non-statutory
Class 3A - Accommodation Premises	Annual	Non-Taxable		\$ 155.00		New	Non-statutory
Class 3A - Home Based Premises	Annual	Non-Taxable		\$ 120.00		New	Non-statutory
Class 3A - Community Group	Annual	Non-Taxable		\$ 115.00		New	Non-statutory
Class 3A - Temporary Event	Annual	Non-Taxable		\$ 55.00		New	Non-statutory
Class 3 - Premises	Annual	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Class 3 - Accommodation Premises	Annual	Non-Taxable	\$ 126.00	\$ 130.00	\$ 4.00	3.2%	Non-statutory
Class 3 - Community Group	Annual	Non-Taxable	\$ 110.00	\$ 110.00	\$ -	0.0%	Non-statutory
Class 3 - Home Based Premises	Annual	Non-Taxable		\$ 110.00		New	Non-statutory
Class 3 - Food Vehicle	Annual	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Class 3 - Temporary Event	Per Event	Non-Taxable	\$ 45.00	\$ 50.00	\$ 5.00	11.1%	Non-statutory
<b>Health Premises</b>							
Registered premises	Annual	Non-Taxable	\$ 330.00	\$ 340.00	\$ 10.00	3.0%	Non-statutory
Registered premises - Renewal	Per Renewal	Non-Taxable	\$ 110.00	\$ 115.00	\$ 5.00	4.5%	Non-statutory
Registered premises - Transfer	Per Transfer	Non-Taxable	\$ 140.00	\$ 145.00	\$ 5.00	3.6%	Non-statutory
Accommodation	Annual	Non-Taxable	\$ 330.00	\$ 340.00	\$ 10.00	3.0%	Non-statutory
Late Fee - After December 31, 10% of the fee will be added							
<b>Septic Tank Fees</b>							
Permit to Install or Install a OWMS	Fee Unit = 48.88	Non-Taxable	\$ 747.40	TBC			Statutory
Permit to Alter a OWMS	Fee Unit = 20	Non-Taxable	\$ 305.80	TBC			Statutory
Minor Alteration	Fee Unit = 37.25	Non-Taxable	\$ 569.60	No Charge			Statutory
Transfer a Permit	Fee Unit = 9.93	Non-Taxable	\$ 151.80	TBC			Statutory
Amend a Permit	Fee Unit = 10.38	Non-Taxable	\$ 158.70	TBC			Statutory
Renew a Permit	Fee Unit = 8.31	Non-Taxable	\$ 127.10	TBC			Statutory
Exemption from a Permit/Assessment Only	Fee Unit = 14.67	Non-Taxable	\$ 224.30	TBC			Statutory
Inspection by Request	Per Hour	Taxable	\$ 157.30	\$ 160.60	\$ 3.30	2.1%	Non-statutory
<b>Swimming Pool</b>							
Category 1 Swimming pool	Per Pool	Non-Taxable	\$ 320.00	TBC			Statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Category 1 Swimming Pool - Caravan Park	Per Pool	Non-Taxable		\$ 230.00			NEW Statutory
<b>Waste Management Fees</b>							
<b>Replacement Waste Bins</b>							
120 Litre	Per Bin	Taxable	\$ 75.00	\$ 80.00	\$ 5.00	6.7%	Non-statutory
240 Litre	Per Bin	Taxable	\$ 85.00	\$ 90.00	\$ 5.00	5.9%	Non-statutory
<b>General Waste</b>							
Car boot/240 Litre Bin	Per Load	Taxable	\$ 17.50	\$ 18.00	\$ 0.50	2.9%	Non-statutory
6 x 4 Trailer, Utility (1m3)	Per Load	Taxable	\$ 25.00	\$ 26.00	\$ 1.00	4.0%	Non-statutory
6 x 4 Trailer with sides (1.5m3)	Per Load	Taxable	\$ 37.50	\$ 39.00	\$ 1.50	4.0%	Non-statutory
Tandem Trailer	Per Load	Taxable	\$ 50.00	\$ 52.00	\$ 2.00	4.0%	Non-statutory
Light Truck	Per Load	Taxable	\$ 75.00	\$ 78.00	\$ 3.00	4.0%	Non-statutory
Dead Animals	Per Carcass	Taxable	\$ 25.00	\$ 26.00	\$ 1.00	4.0%	Non-statutory
<b>Green Waste - Clean</b>							
Up to 2 Cubic Metres	Per Load	Taxable	\$ 10.00	\$ 20.00	\$ 10.00	100.0%	Non-statutory
Trucks/Large Loads/Tandem Trailer	Per Load	Taxable	\$ 24.00	\$ 48.00	\$ 24.00	100.0%	Non-statutory
6 X 4 Trailer	Per Load	Taxable	\$ 8.00	\$ 16.00	\$ 8.00	100.0%	Non-statutory
<b>Recyclables</b>							
Sorted Paper/Cardboard/Polystyrene	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Sorted Bottles/Glass/Cans	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Sorted Steel/White Ware/Fencing/Tanks	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Car Batteries	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Empty Gas Cylinders	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Mattresses - Single	Per Mattress	Taxable	\$ 20.00	\$ 30.00	\$ 10.00	50.0%	Non-statutory
Mattresses - Double or Larger	Per Mattress	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Light Tyres	Per Tyre	Taxable	\$ 25.00	\$ 25.00	\$ -	0.0%	Non-statutory
Heavy Tyres	Per Tyre	Taxable	\$ 45.00	\$ 45.00	\$ -	0.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Heavy Tyres (Truck)	Per Tyre	Taxable	\$ 82.00	\$ 82.00	\$ -	0.0%	Non-statutory
Heavy Tyres (Farm Vehicles)	Per Tyre	Taxable	\$ 200.00	\$ 200.00	\$ -	0.0%	Non-statutory
Waste Oil (non-commercial only)	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
TVs, Monitors	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Chemical Drums - Triple Rinsed	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
<b>Commercial Waste</b>							
Builders Waste/Concrete/Spoil	Per m3	Taxable	\$ 230.00	\$ 230.00	\$ -	0.0%	Non-statutory
Builders Waste/Concrete/Spoil Cartage Fee	Per m3	Taxable	\$ 14.00	\$ 14.00	\$ -	0.0%	Non-statutory
<b>If loads are in Excess of 3m3, they should be transported to Dooen Landfill (By Arrangement)</b>							
<b>Asbestos Waste Not Accepted</b>							
<b>Sale of Chipped Green waste (if available)</b>							
Trailer 6 X 4	Per Load	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Tandem Trailer	Per Load	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
Truckload	Per Load	Taxable	\$ 25.00	\$ 25.00	\$ -	0.0%	Non-statutory
Loading Charge (To max. \$5.00)	Per m3	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory

### Waste Management Fees - Dooen Landfill

#### Waste only Accepted by Arrangement

#### Green Waste and Recyclables not Accepted - use Transfer Station

All Loads (Minimum 3 tonne)	Per 3 tonnes	\$ 673.50	\$ 697.00	\$ 23.50	3.5%	Non-statutory
Excess above 3 tonnes	Per Tonne	\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Hard Waste - Builders Rubble etc.	Per Tonne	\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Power Pole Surcharge in Addition to Hard Waste Charge	Per Tonne	\$ 200.00	\$ 207.00	\$ 7.00	3.5%	Non-statutory
Grain Tarp Surcharge in Addition to Hard Waste Charge	Per Tonne	\$ 650.00	\$ 672.00	\$ 22.00	3.4%	Non-statutory
Approved Commercial Waste Operators	Per Tonne	\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Sheepskins	Per Tonne		\$ 224.50	\$ 224.50	\$ -	0.0%	Non-statutory
Animal Carcass (Larger than Sheep)	Per Carcass		\$ 224.50	\$ 224.50	\$ -	0.0%	Non-statutory
Clean Concrete (Suitable for crushing)	Per Tonne		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Asbestos (With EPA Approval)	Per Tonne		\$ 330.00	\$ 350.00	\$ 20.00	6.1%	Non-statutory
Low Level Contaminated Soil (Cat. C & Cat. D)	Per Tonne		\$ 330.00	\$ 350.00	\$ 20.00	6.1%	Non-statutory
Reportable Priority Waste & Priority Waste	Per Tonne			\$ 350.00	NEW		Non-statutory
Grain Waste (GMO Waste requires DJPR Approval)	Per Tonne		\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Sale of Crushed Concrete (subject to availability)	Per Tonne		\$ 15.00	\$ 16.00	\$ 1.00	6.7%	Non-statutory
<b>Putrescible Waste</b>							
Municipal - other Councils within waste group area	Per Tonne		\$ 167.00	\$ 172.00	\$ 5.00	3.0%	Non-statutory
Municipal - other Councils outside waste group area	Per Tonne		\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
HRCC	Per Tonne		\$ 151.80	\$ 157.00	\$ 5.20	3.4%	Non-statutory
Fill - Suitable for Landfill Cover	Per Tonne		\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Fill - Suitable for Capping	Per Tonne		\$ 46.00	\$ 46.00	\$ -	0.0%	Non-statutory
<b>Aerodrome</b>							
Western Ag Supplies (formally Western Aerial Pty Ltd)	Annual	Taxable	\$ 525.00	\$ 540.00	\$ 15.00	2.9%	Non-statutory
Horsham Flying Club	Annual	Taxable	\$ 1,050.00	\$ 1,080.00	\$ 30.00	2.9%	Non-statutory
Horsham Aviation Services	Annual	Taxable	\$ 1,650.00	\$ 1,690.00	\$ 40.00	2.4%	Non-statutory
Horsham Aero Club	Annual	Taxable	\$ 1,050.00	\$ 1,080.00	\$ 30.00	2.9%	Non-statutory
Regular non-hangar site user fee	Annual	Taxable	\$ 245.00	\$ 252.50	\$ 7.50	3.1%	Non-statutory
Occasional Landing Fee	Per Landing	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Park and Gardens</b>							
Weddings at Gardens - Hire Charge	Per Event	Taxable	\$ 100.00	\$ 105.00	\$ 5.00	5.0%	Non-statutory
Booking Fee for Wedding Photographs	Per Event	Taxable	\$ 100.00	\$ 105.00	\$ 5.00	5.0%	Non-statutory
Emergency Bore Water Charge - Water in excess of 20,000KL per year	Per KL	Taxable	\$ 1.00	\$ 1.00	\$ -	0.0%	Non-statutory
<b>Roads and Drainage</b>							
Road opening Permit Fee	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Gravelled Surface	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Bitumen or Concrete Footpath	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Removal of Kerb & Channel	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Sealed Roadways	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Tap into Stormwater drain	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Boring Under Road (No disturbance to pavement)	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Construction of Kerb Crossing permit	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Subdivider/ Developer Contribution - For upgrading existing roads servicing development	Per Project	Taxable	Calculated Fee	Calculated Fee			Non-statutory
Drainage Headwork's Urban areas	Per Hectare	Non-Taxable	\$ 20,600	\$ 21,000	\$ 400.00	1.9%	Non-statutory
Drainage Headwork's Rural Residential areas - pro-rata	Per Hectare	Non-Taxable	\$ 20,600	\$ 21,000	\$ 400.00	1.9%	Non-statutory
Design Checking Fee - 0.75% of approved actuals							
Design/Supervision/Administration - 7.5% of approved actuals							
Supervision only - 2.5% of approved actuals							
<b>Local Laws</b>							
29d Clean Up of illegally dumped, items not disposed of properly, Hazard and unightly clean up costs - Fee plus all contractor and Council costs associated with clean up and removal.	Each Permit	Taxable	\$ 310.00	\$ 320.00	\$ 10.00	3.2%	Non-statutory
36.a Permit to make any change to the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.b Permit for removal of anything from the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
36.c Permit for erection of scaffolding, hoarding or overhead protective awnings and other structures or affixing of advertising or erection of signs or other things (including pipes, wires, cables, pavers, fixture, fitting and other objects) in, on, across, under or over the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.d Permit for any change, interference with or removal of a structure or ornament (including pipes, wires, cables, pavers, fixture, fitting and other objects) associated with the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.e Permit for planting of a tree or other vegetation on the land, interference with vegetation on the land or removal of vegetation from the land	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
36.f Permit for occupation of the land including without limitation by fencing, use of a mobile crane, travel tower, concrete line pump, scissor lift, or the swinging or hoisting of things across any part of the land by means of a lift hoist or tackle	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.g Permit for the deposit or leaving of materials, supplies, waste and things on the land including without limitation skip bins, machinery plant or equipment and tools, paving, gravel, aggregate or other surface treatments	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
37 Permit to collect wood from a road, road related area or Council land	Each Permit	Non-Taxable	\$ 31.00	\$ 32.50	\$ 1.50	4.8%	Non-statutory
38.b Permit to construct, install, remove or alter a vehicle crossover, including any temporary crossover	Each Permit	Non-Taxable	\$ 80.00	\$ 82.00	\$ 2.00	2.5%	Non-statutory
39 Permit to Leave a Trailer or Caravan for more than Seven Days - A person must not on road, road related area or Council land cause, allow or suffer— a. to remain a motor vehicle, caravan (or similar), trailer, boat, damaged or dilapidated motor vehicle— i. for more than seven (7) days;	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
39.a.ii Permit to Place or Display a Vehicle or Goods for Sale	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
39.b Permit for any repair, service, dismantling, painting, panel beating, washing, cleaning or other work of similar nature on a motor vehicle, caravan (or similar) or trailer except for running repairs in the case of breakdown	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
41.b Permit to Camp in a Public Place - Except in an area prescribed as an area for the purpose a person must not on road, road related area or Council land cause, allow or suffer camping, where camp has the same meaning as in the Road Management (General) Regulations 2016;	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
43 Permit for a prescribed vehicle or machine or class of vehicle or machine to be used on a road	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.a Permit to place or affix any advertising, banner, billposting, real estate sign, mobile billboard or prescribed sign	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.b Permit to distribute any unsolicited document to persons;	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.c Permit to display any goods or samples	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
48.d Permit to erect or place a vehicle, caravan, trailer, table, chairs, stall, barrow, booth, tent, kiosk or barrow for the purpose of selling or hiring any goods or services;	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.e Licensed Premises - Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Each Permit	Non-Taxable	\$ 57.00	\$ 59.00	\$ 2.00	3.5%	Non-statutory
48.e Unlicensed Premises -Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Each Permit	Non-Taxable	\$ 31.00	\$ 32.00	\$ 1.00	3.2%	Non-statutory
48.f Permit to Sell or offer for sale or hire any goods or services carried about or placed on the person or any other moveable thing - includes ice cream trucks and coffee carts, etc.	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.g Non Profit - Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
48.g Business/Other - Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
48.h Permit to Busk	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
48.i Permit to Conduct or hold a concert, festival, show, public gathering, rally, street party, circus, carnival, performance or other similar activity;	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.i Permit to Hold a Rally, Procession, or Demonstration	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
48.j Permit to hold any public exhibitions, displays or events (including without limitation weddings);	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.k Permit to provide organised athletics, sport, health or fitness services;	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.l Permit to record images by film, video, digital or other technology to broadcast publish or publicly exhibit for commercial purpose;	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.m Permit to undertake any other activity prescribed for the purposes of this clause	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
49 Permit to Conduct Fireworks	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
53.a.i Permit to Play Amplified Music or Sound on a Road or in a Public Place	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
54a Permit to Burn	Each Permit	Non-Taxable	\$ 62.00	\$ 65.00	\$ 3.00	4.8%	Non-statutory
57.b Permit for land in the urban area, cause, allow or suffer a freight container to be kept, stored, repaired or otherwise used or remain unless permitted under an Act	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
64.a.b Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
66.b.c.d Permit to Keep More than the Permitted Number of Animals	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
67.68.69.70 Permit to Drove	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
71 Permit to Graze	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory

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Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Permit Administration Fee	Each Permit	Taxable	\$ 11.00	\$ 11.00	\$ -	0.0%	Non-statutory
<b>Abandoned Items</b>							
40a Recreational Vehicle Impound Release Fee - 1st Offence	Per Offence	Non-Taxable	\$ 62.00	\$ 64.00	\$ 2.00	3.2%	Non-statutory
40a Recreational Vehicle Impound Release Fee - 2nd Offence	Per Offence	Non-Taxable	\$ 140.00	\$ 145.00	\$ 5.00	3.6%	Non-statutory
40a Recreational Vehicle Impound Release Fee - 3rd and Subsequent	Per Offence	Non-Taxable	\$ 270.00	\$ 280.00	\$ 10.00	3.7%	Non-statutory
Abandoned Vehicle Release Fee	Per Vehicle	Non-Taxable	\$ 270.00	\$ 280.00	\$ 10.00	3.7%	Non-statutory
44 Shopping Trolley Impound Release Fee	Per Trolley	Non-Taxable	\$ 135.00	\$ 140.00	\$ 5.00	3.7%	Non-statutory
Impound Release Fee - Other item	Per Item	Non-Taxable	\$ 140.00	\$ 145.00	\$ 5.00	3.6%	Non-statutory
Impounded Vehicle or item towing and removal costs	Per item	Taxable	At Cost	At Cost	\$ -		Non-statutory
<b>Mobile Food Traders</b>							
48.f Annual permit	Annual	Non-Taxable	\$ -	\$ 1,000.00	New		Non-statutory
48.f 6 month permit	6 Monthly	Non-Taxable	\$ -	\$ 600.00	New		Non-statutory
48.f Peak weekend (holiday & long weekend periods) permit	Each Permit	Non-Taxable	\$ -	\$ 200.00	New		Non-statutory
48.f Off-peak weekend permit	Each Permit	Non-Taxable	\$ -	\$ 150.00	New		Non-statutory
48.f Weekday permit	Each Permit	Non-Taxable	\$ -	\$ 100.00	New		Non-statutory
Failure to adhere to Fire Prevention Notice. Fee plus contractor and Council costs	Per Offence	Non-Taxable	\$ 310.00	\$ 320.00	\$ 10.00	3.2%	Non-statutory
Vic Roads Search Fee - if required to identify vehicle owner	Per Search	Taxable	\$ 13.00	\$ 13.50	\$ 0.50	3.8%	Non-statutory
ASIC Search Fee - if required to identify address or other details	Per Search	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Non-statutory
Regulatory Services Administration Fee. Plus Council costs	Per Fee	Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory

## Planning

### Planning Scheme Amendments

Stage 1:	Fee Unit = 206	\$ 3,149.70	TBC	Statutory
a) considering a request to amend a planning scheme; and				
b) taking action required by Division 1 of Part 3 of the Act; and				
c) considering any submissions which do not seek a change to the amendment; and				

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
d) if applicable, abandoning the amendment							
<b>Stage 2 For:</b>							
a) considering:							
i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Fee Unit = 1021		\$ 15,611.00	TBC			Statutory
ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Fee Unit = 2040		\$ 31,191.00	TBC			Statutory
iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	Fee Unit = 2727		\$ 41,695.80	TBC			Statutory
b) providing assistance to a panel in accordance with section 158 of the Act; and							
c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and							
d) considering the panel's report in accordance with section 27 of the Act; and							
e) after considering submissions and the panel's report, abandoning the amendment.							
<b>Stage 3 For:</b>	Fee Unit = 32.5		\$ 496.90	TBC			Statutory
a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and							
b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and							
c) giving the notice of the approval of the amendment required by section 36(2) of the Act.							
<b>Stage 4 For:</b>	Fee Unit = 32.5		\$ 496.60	TBC			Statutory
a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and							
b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.							
<i>Statutory fees in accordance with Planning and Environment Act 1987 Section 72 (Regulation 11), fees are set in accordance with the Monetary Units Act 2004.</i>							
Assess the amendment request as per Council Policy - Privately Initiated Planning Scheme Amendment	Per Amendment	Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning Officer Time	Per Hour	Taxable	\$ 192.50	\$ 192.50	\$ -	0.0%	Non-statutory
<b>Planning Fees</b>							
Class 1 Use only:	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 2-6: Single Dwellings: To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:							
Up to \$10,000	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
>\$10,000 to \$100,000	Fee Unit = 42.5	Non-Taxable	\$ 649.80	TBC			Statutory
>\$100,000-\$500,000	Fee Unit = 87	Non-Taxable	\$ 1,330.20	TBC			Statutory
\$500,000-\$1,000,000	Fee Unit = 94	Non-Taxable	\$ 1,437.30	TBC			Statutory
\$1,000,000-\$2,000,000	Fee Unit = 101	Non-Taxable	\$ 1,544.30	TBC			Statutory
(Other than VicSmart, subdivisions or consolidated land)							Statutory
Class 7 VicSmart application Up to \$10,000	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
Class 8 VicSmart application >\$10,000	Fee Unit = 29	Non-Taxable	\$ 443.40	TBC			Statutory
Class 9 VicSmart application to subdivide or consolidate land	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
Class 10 VicSmart application (other than a class 7, class 8 or class9 permit)	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
To Develop land (other than single dwelling per lot) where the estimated cost is:							
Class 11 <\$100,000	Fee Unit = 77.5	Non-Taxable	\$ 1,185.00	TBC			Statutory
Class 12 >\$100,000 - \$1,000,000	Fee Unit = 104.5	Non-Taxable	\$ 1,597.80	TBC			Statutory
Class 13 >\$1,000,000 - \$5,000,000	Fee Unit = 230.5	Non-Taxable	\$ 3,524.30	TBC			Statutory
Class 14 >\$5,000,000 - \$15,000,000	Fee Unit = 587.5	Non-Taxable	\$ 8,982.90	TBC			Statutory
Class 15 >\$15,000,000 - \$50,000,000	Fee Unit = 1732.5	Non-Taxable	\$ 26,489.90	TBC			Statutory
Class 16 >\$50,000,000	Fee Unit = 3894	Non-Taxable	\$ 59,539.30	TBC			Statutory
Class 17 To subdivide an existing building (other than a class 9 permit)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Class 18 To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 19 To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 20 Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) (per 100 lots created)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 21 To:	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or							Statutory
b) create or remove a right of way; or							
c) create, vary or remove an easement other than a right of way; or							
d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.							
Class 22A permit not otherwise provided for in the regulation	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
<i>Statutory fees in accordance with Planning and Environment Act 1987 Section 72 (Regulation 11), fees are set in accordance with the Monetary Units Act 2004.</i>							
13 For a combined application to amend permit: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		Non-Taxable	Calculated Fee	Calculated Fee			Statutory
14 For a combined permit and planning scheme amendment: Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		Non-Taxable	Calculated Fee	Calculated Fee			Statutory
15 For a certificate of compliance	Fee Unit = 22	Non-Taxable	\$ 336.40	TBC			Statutory
16 For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Fee Unit = 44.5	Non-Taxable	\$ 680.40	TBC			Statutory
18 Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	Fee Unit = 22	Non-Taxable	\$ 336.40	TBC			Statutory
Extension of time to Planning Permit (First)	Per Application	Non-Taxable	\$ 180.00	\$ 190.00	\$ 10.00	5.6%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Extension of time to Planning Permit (Second)	Per Application	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Extension of time to Planning Permit (Third and subsequent)	Per Application	Non-Taxable	\$ 450.00	\$ 460.00	\$ 10.00	2.2%	Non-statutory
Secondary Consent for Planning Permits – Minor	Per Application	Non-Taxable	\$ 150.00	\$ 160.00	\$ 10.00	6.7%	Non-statutory
– Major	Per Application	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Amendment to Planning Permit not otherwise listed	Per Amendment	Non-Taxable	\$ 200.00	\$ 210.00	\$ 10.00	5.0%	Non-statutory
Planning Permit History	Per Permit	Taxable	\$ 140.00	N/A	N/A		Non-statutory
Advertising Fee and planning permit History	Per Advert	Taxable	\$ 150.00	\$ 160.00	\$ 10.00	6.7%	Non-statutory
Copy of Title and Title Plan	Per Title	Taxable	\$ 70.00	\$ 75.00	\$ 5.00	7.1%	Non-statutory
Copy of Covenant/Section 173	Per Covenant	Taxable	\$ 50.00	\$ 55.00	\$ 5.00	10.0%	Non-statutory
Request for Council consent (i.e. Liquor Licence) where no P/P required	Per Request	Taxable	\$ 100.00	\$ 110.00	\$ 10.00	10.0%	Non-statutory
Application for Council signing and scaling Section 173 Agreement	Per Application	Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Inspection Fee	Per Inspection	Taxable	\$ 155.00	\$ 160.00	\$ 5.00	3.2%	Non-statutory
Request for Planning Information in writing	Per Request	Taxable	\$ 75.00	\$ 80.00	\$ 5.00	6.7%	Non-statutory
<b>Subdivision Fees</b>							
6 For certification of a plan of subdivision	Fee Unit = 11.8	Non-Taxable	\$ 180.40	TBC			Statutory
7 Alteration of plan under section 10(2) of the Act	Fee Unit = 7.5	Non-Taxable	\$ 114.70	TBC			Statutory
8 Amendment of certified plan under section 11(1) of the Act	Fee Unit = 9.5	Non-Taxable	\$ 145.30	TBC			Statutory
9 Checking of engineering plans							
0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	Per Plan	Non-Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory
10 Engineering plan prepared by council							
3.5% of the cost of works proposed in the engineering plan (maximum fee)	Per Plan	Non-Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory
11 Supervision of works							
2.5% of the estimated cost of construction of the works (maximum fee)	Per Works	Non-Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory
12 Public Open Space Valuation	Per Valuation	Taxable	\$ -	\$ 880.00	New		Non-statutory

## Building

### Extensions and Alterations

Value of Works \$5001 to \$10,000	Each	Taxable	\$ 819.50	\$ 847.00	\$ 27.50	3.4%	Non-statutory
Value of Works \$10,001 to \$20,000	Each	Taxable	\$ 1,072.50	\$ 1,100.00	\$ 27.50	2.6%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc	2023/24 Fee Inc	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			GST	GST			
			\$	\$			
					\$	%	
Value of Works \$20,001 to \$50,000	Each	Taxable	\$ 1,540.00	\$ 1,595.00	\$ 55.00	3.6%	Non-statutory
Value of Works \$50,001 to \$100,000	Each	Taxable	\$ 2,051.50	\$ 2,178.00	\$ 126.50	6.2%	Non-statutory
Value of Works \$100,001 to \$150,000	Each	Taxable	\$ 2,376.00	\$ 2,464.00	\$ 88.00	3.7%	Non-statutory
Value of Works \$150,001 to \$200,000	Each	Taxable	\$ 2,794.00	\$ 2,893.00	\$ 99.00	3.5%	Non-statutory
Value of Works \$200,001 to \$250,000 *	Each	Taxable	\$ 3,135.00	\$ 3,245.00	\$ 110.00	3.5%	Non-statutory
Value of Works \$250,001 to \$300,000 *	Each	Taxable	\$ 3,520.00	\$ 3,652.00	\$ 132.00	3.8%	Non-statutory
Value of Works \$300,001 to \$350,000 *	Each	Taxable	\$ 3,993.00	\$ 4,136.00	\$ 143.00	3.6%	Non-statutory
Value of Works above \$350,000	Each	Taxable	\$ 4,224.00	\$ 4,378.00	\$ 154.00	3.6%	Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
* Includes partial compliance							
* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
* Includes four (4) mandatory inspections - additional inspections \$175 each							
<b>Owner Builder (New Dwellings, Re-erection / Re-siting)</b>							
Value of Works \$1 to \$200,000	Each	Taxable	\$ 3,135.00	\$ 3,245.00	\$ 110.00	3.5%	Non-statutory
Value of Works \$200,001 to \$250,000	Each	Taxable	\$ 3,619.00	\$ 3,899.50	\$ 280.50	7.8%	Non-statutory
Value of Works \$250,001 to \$350,000	Each	Taxable	\$ 3,916.00	\$ 4,218.50	\$ 302.50	7.7%	Non-statutory
Value of Works above \$350,000	Each	Taxable	\$ 3,998.50	\$ 4,136.00	\$ 137.50	3.4%	Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
Includes four (4) mandatory inspections - additional inspections \$175 each							
<b>Registered Builder (New Dwellings, Re-erection / Re-siting)</b>							
Value of Works \$1 to \$200,000	Each	Taxable	\$ 2,568.50	\$ 2,651.00	\$ 82.50	3.2%	Non-statutory
Value of Works \$200,001 to \$340,000	Each	Taxable	\$ 2,898.50	\$ 3,124.00	\$ 225.50	7.8%	Non-statutory
Value of Works \$340,001 to \$550,000	Each	Taxable	\$ 3,190.00	\$ 3,437.50	\$ 247.50	7.8%	Non-statutory
Value of Works above \$550,000	Each	Taxable	\$ 3,657.50	\$ 3,784.00	\$ 126.50	3.5%	Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
Includes four (4) mandatory inspections - additional inspections \$175 each							

# APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Miscellaneous - Building Permits</b>							
Garage, Car Port, Shed, Patio, Veranda, Pergola	Each	Taxable	\$ 951.50	\$ 984.50	\$ 33.00	3.5%	Non-statutory
Swimming Pool (Fence Alterations Only)	Each	Taxable	\$ 398.20	\$ 412.50	\$ 14.30	3.6%	Non-statutory
Swimming Pool (New Fence Only)	Each	Taxable	\$ 704.00	\$ 726.00	\$ 22.00	3.1%	Non-statutory
Swimming Pool and All Fences	Each	Taxable	\$ 902.00	\$ 935.00	\$ 33.00	3.7%	Non-statutory
Restumping (Work must be performed by a Registered Builder)	Each	Taxable	\$ 968.00	\$ 1,001.00	\$ 33.00	3.4%	Non-statutory
Demolish / Remove Building - Domestic (shed / house)	Each	Taxable	\$ 869.00	\$ 924.00	\$ 55.00	6.3%	Non-statutory
Demolish / Remove Building - Commercial	Each	Taxable	\$ 913.00	\$ 968.00	\$ 55.00	6.0%	Non-statutory
Minor Works less than \$5,000	Each	Taxable	\$ 759.00	\$ 825.00	\$ 66.00	8.7%	Non-statutory
Additional Inspections	Each	Taxable	\$ 209.00	\$ 209.00	\$ -	0.0%	Non-statutory
<i>Works Includes three (3) mandatory inspections</i>							
<b>Commercial Building Work (Class 2-9)</b>							
<b>New Building, Extension, Alterations</b>							
Value of Works up to \$10,000	Each	Taxable	\$ 1,028.50	\$ 1,067.00	\$ 38.50	3.7%	Non-statutory
Value of Works \$10,001 to \$50,000	Each	Taxable	\$ 1,485.00	\$ 1,595.00	\$ 110.00	7.4%	Non-statutory
Value of Works \$50,001 to \$100,000	Each	Taxable	\$ 2,200.00	\$ 2,365.00	\$ 165.00	7.5%	Non-statutory
Value of Works \$100,001 to \$150,000	Each	Taxable	\$ 2,722.50	\$ 2,805.00	\$ 82.50	3.0%	Non-statutory
Value of Works \$150,001 to \$200,000	Each	Taxable	\$ 3,080.00	\$ 3,190.00	\$ 110.00	3.6%	Non-statutory
Value of Works \$200,001 to \$250,000*	Each	Taxable	\$ 3,630.00	\$ 3,740.00	\$ 110.00	3.0%	Non-statutory
Value of Works \$250,001 to \$300,000*	Each	Taxable	\$ 4,202.00	\$ 4,334.00	\$ 132.00	3.1%	Non-statutory
Value of Works \$300,001 to \$500,000*	Each	Taxable	\$ 4,785.00	\$ 4,950.00	\$ 165.00	3.4%	Non-statutory
Value of Works above \$500,000 - negotiated with Council*	Each	Taxable	By Negotiation	By Negotiation			Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
Additional Inspections	Per Inspection	Taxable	\$ 209.00	\$ 209.00	\$ -	0.0%	Non-statutory
* Includes partial compliance							
* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
* Includes four (4) mandatory inspections							
<b>Levies / Bonds</b>							
Building Administration Fund Levy - building works over \$10,000 (Cost x 0.128%)	Each	Non-Taxable	Calculated Fee	Calculated Fee			Statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Bond / Guarantee: Re-erection of buildings - The lesser of the cost of building works or Fee	Each	Non-Taxable	\$ 5,000.00	\$ 5,000.00	\$ -	0.0%	Non-statutory
Council Infrastructure (Asset) Protection Deposit	Each	Non-Taxable	\$ 700.00	\$ 700.00	\$ -	0.0%	Non-statutory
<b>Inspections</b>							
Statutory Inspections	Each	Taxable	\$ 209.00	\$ 225.50	\$ 16.50	7.9%	Non-statutory
Compliance Inspection	Each	Taxable	\$ 209.00	\$ 220.00	\$ 11.00	5.3%	Non-statutory
Additional Inspections	Each	Taxable	\$ -	\$ 242.00	New		Non-statutory
<b>Inspections of Swimming Pool and Spa Barriers (compliance inspection)</b>							
First Inspection	Each	Taxable	\$ 330.00	\$ 330.00	\$ -	0.0%	Non-statutory
Re-inspection	Each	Taxable	\$ 203.50	\$ 203.50	\$ -	0.0%	Non-statutory
<i>Includes certificate - FORM 23 or FORM 24 (non-compliance)</i>							
<i>Excludes prescribed lodgements fees</i>							
<b>Swimming Pools and Spa's (lodgement fees)</b>							
Swimming Pool / Spa registration fee	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Swimming Pool / Spa records search determination fee	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
lodging a certificate of pool and spa barrier non-compliance	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
lodging a certificate of pool and spa barrier compliance	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
<b>Report and Consent</b>							
Application for report and consent (To build over an easement vested in Council) (Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Application for report and consent (Regulation 610 - Location of Point of Stormwater Discharge)	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Application for report and consent (Section 29a – Demolition of Building)		Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Farm Building Exemption Request	Each	Taxable	\$ -	\$ 330.00	New		Non-statutory
<b>File Retrieval / Search</b>							
File Retrieval – Minor Document (for example, Copy of Building / Occupancy Permit/ Plans	Each	Taxable	\$ 49.50	\$ 49.50	\$ -	0.0%	Non-statutory
File Retrieval / Search (for example, Permit History)	Each	Taxable	\$ 132.00	\$ 132.00	\$ -	0.0%	Non-statutory

## APPENDIX 9.8A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Amended Building Permit</b>							
Amended Building Permit – Minor Alterations	Each	Taxable	\$ 187.00	\$ 198.00	\$ 11.00	5.9%	Non-statutory
Amended Building Permit – Major Alterations (+ additional inspections)	Each	Taxable	\$ 308.00	\$ 324.50	\$ 16.50	5.4%	Non-statutory
Time Extension – Building Permit (first request)	Each	Taxable	\$ 319.00	\$ 330.00	\$ 11.00	3.4%	Non-statutory
Time Extension – Building Permit (second request)	Each	Taxable	\$ 363.00	\$ 374.00	\$ 11.00	3.0%	Non-statutory
Time Extension – Building Permit (third request)	Each	Taxable	\$ 407.00	\$ 423.50	\$ 16.50	4.1%	Non-statutory
<b>Refunds</b>							
Withdrawn Application – Permit Lodged Not Yet Assessed	Retained	Taxable	\$ 396.00	\$ 407.00	\$ 11.00	2.8%	Non-statutory
Withdrawn Application – Permit Assessed Not Yet Issued - Whichever is the greater of 40% of Total Fees or Listed minimum Fee	Retained	Taxable	\$ 528.00	\$ 550.00	\$ 22.00	4.2%	Non-statutory
Permit Cancellation – After Permit Issued - Refund only for inspections not carried out, based on inspection fee at time of cancellation	Retained	Taxable	Permit Fee	Permit Fee			Non-statutory
Permit Cancellation – After Permit Expired	Retained	Taxable	No Refund	No Refund			Non-statutory
<b>Lodgement Fee</b>							
Lodgement fee for Private Building Surveyors (Submission of Section 80, 30, and 73) - lodged via hard copy / email / facsimile	Each	Taxable	Prescribed Fee	Prescribed Fee			Non-statutory
Lodgement fee for Private Building Surveyors - (Submission of Section 80, 30, and 73) lodged wholly online via Greenlight only	Each	Taxable	Prescribed Fee	Prescribed Fee			Non-statutory
<i>Building Fees may be negotiated based on volume, scope and economies of scale</i>							
<b>Events</b>							
Place of Public Entertainment (POPE) Occupancy Permit	Each	Taxable	\$ 400.00	\$ 400.00	\$ -	0.0%	Non-statutory
Temporary Siting Approval or Temporary Structure Inspection	Each	Taxable	\$ 260.00	\$ 260.00	\$ -	0.0%	Non-statutory
Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Each	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory



# REVENUE AND RATING PLAN

2021 - 2024



# Horsham Rural City Council

## Revenue and Rating Plan 2021-2024

### Updated May 2023

Amendment Register

Issue	Date	Details	By
1	26 April 2021	First draft out for community consultation	Council
2	28 June 2021	Final adopted version	Council
3	27 June 2022	2022 Revision	Council
4	11 May 2023	2023 Revision - Draft	

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## 1.0 PURPOSE

The *Local Government Act 2020 (the Act)*, Section 93 requires council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which Council proposes to work. The Act does not prescribe the content that the plan must cover.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Horsham Rural City Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

This plan is an important part of Council's integrated planning framework, all of which is created to help Council achieve its vision and that of the communities.

Strategies outlined in this plan align with the objectives contained in the Council Plan 2021-2025 and will feed into the budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework as depicted in the diagram below.



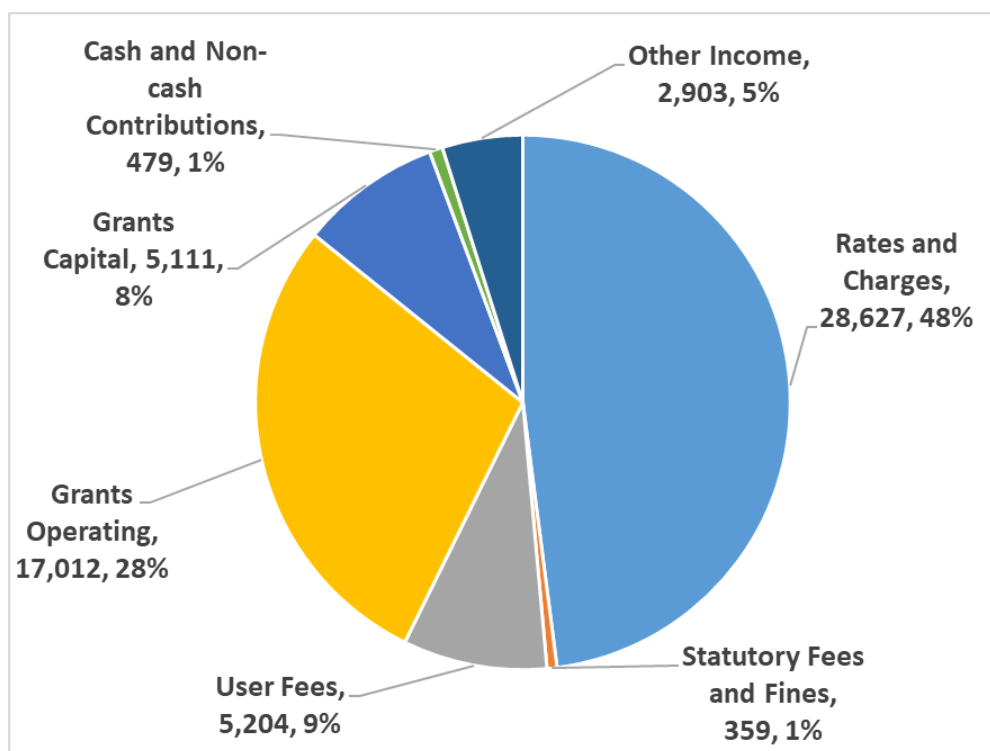
This plan explains how Council calculates the revenue needed to fund its activities, and how the funding contributions will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan sets out principles and policy positions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

It is important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue. Decisions around revenue targets are set-out in Council's Budget and long-term financial planning documents.

## 1.1 INTRODUCTION

Council provides a number of services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.



Council's revenue sources in the 2020-21 Annual Report include:

- Rates & Charges (includes Waste and garbage)
- Grants from other levels of Government for Capital
- Grants from other levels of Government for Operations
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups)
- Other income including Interest from investments, sale of assets, rents

Rates are the most significant revenue source for Council and made up 48% of annual income in 2020-21, although this percentage fluctuates depending upon the level of grant funding received in any given year.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council's revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. There is a significant untied grant also from the Federal Government's Financial Assistance Grant (FAGS) which is provided to council by the Victorian Grants Commission, under a complex formulae to address fiscal imbalances between councils.

It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

## **HISTORY**

In 2005 Council developed a Rating Strategy, which was adopted in conjunction with the adoption of the 2005-06 Budget. Council has annually reviewed this strategy as part of its budget process, but in 2013-14 as a response to budget submissions received, it undertook a more detailed review of its entire Rating Strategy in order to investigate the concerns raised by some sectors within the community.

Further to this the Victorian Auditor General's Report into the results from the 2012-13 audits highlighted the need for councils to "apply a robust and strategic approach to the collection and use of revenue through rates and charges" and to improve the quality of the Rates Strategy and to implement a Rating Policy. Council during the 2013-14 review thoroughly examined the various elements of its current rating package, the objective being to consider ways in which these could be varied to "more equitably distribute the rates contribution across the municipality".

In the 2018-19 year Council formed the Rates Strategy Review Advisory Committee (Committee) to provide community input and opinion on the setting of key rating principles in the review of the Council's 2018-19 Rates Strategy, and to make recommendations to Council on revisions to the Rates Strategy and an overarching Rates Policy. A key outcome of which was to achieve a fair and equitable distribution of the rate burden across all members of the community. The Committee made 5 overall recommendation with 18 parts in total, Council, at its meeting in January 2019, accepted 13 and rejected 5 and later rejected/modified a further 2 of the accepted recommendations when adopting the final Strategy in April 2019.

The requirements for a Revenue & Rating Plan have been legislated through the *Local Government Act 2020* but that does not include a requirement for a Rating Policy. As such in order to simplify what is a complex area the previous Rating Policy and Rating Strategy have now been combined in to a single Revenue & Rating Plan.

## 1.2 EXECUTIVE SUMMARY AND CHANGES

The 2023-24 Year can be summarised as follows:

1. Council has increased its additional “Council funded” rebate to pensioners from \$30 to \$50. This is over and above the state government rebate.
2. As the policy trigger of +3.5% of the Farm General Valuation has been met, the Differential has been reviewed but will remain at 50% of the residential rate.  
Some of the reasoning behind this decision was that currently residential properties share the same % of the total CIV Value, (approx. 46% of the total value of all properties respectively) but residential properties are now responsible for nearly double the rates revenue than Farm. This would indicate that both vertical and horizontal equity, benefits as well as residential “capacity to pay” have reached their limit concerning altering the differential in the 2023-24 budget.
3. As the policy trigger of -3.5% of the Commercial General Valuation has been met, the Differential has been reviewed but no change is recommended and it remains at 95%.
4. As the policy trigger of -3.5% of the Industrial General Valuation has been met the Differential has been reviewed but no change is recommended and it remains at 100%
5. Municipal Charge – The charge has been reviewed and will remain constant at \$200. Some of the reasoning for leaving the Municipal charge steady in the 2023-24 year is it will further disadvantage higher valued Farm and Residential properties if the charge were to drop, as a higher differential would have to be calculated. A flat fee provides horizontal equity to evenly spread the cost of services over the municipality.

The changes that were made to Council’s policy positions and rating parameters for 2022-23 are summarised as follows:

Differentials:

1. As the policy trigger of +3.5% of the General Valuation has been met the Farm Differential has been reviewed and it will be reduced by 9% from 59% to 50%. This has been done to recognize the large increase in value for the farm sector this year and the need to ensure that rating shocks are mitigated to some degree.
2. As the policy trigger of -3.5% of the General Valuation has been met the Commercial Differential has been reviewed but no change is recommended and it remains at 95%
3. As the policy trigger of -3.5% of the General Valuation has been met the 95% Industrial Differential has been reviewed and it will be removed returning the Industrial Sector to the General Rate.
4. There is no differential for Retirement Villages and this will remain unchanged.

**Municipal Charge** – The charge has been reduced from \$240 to \$200 a reduction of \$40 or 16.7%. This change will assist vertical equity and transfer more of the rate contribution from lower valued properties to higher valued properties.

**Interest on overdue debts** – Council has modified its policy to not charge interest on outstanding rates where the rate payer is experiencing financial hardship, has put in place a payment plan and is meeting their obligations under that payment plan.

## 1.3 COMMUNITY ENGAGEMENT

The Revenue and Rating Plan outlines Council's decision-making process on how revenues are calculated and collected. The following public consultation process was followed to ensure due consideration and feedback was received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan was placed on public exhibition at (26 April 21) Council meeting for a period of 42 days and calling for public submissions;
- Community encouraged to engage together with the budget, promoted through local news outlets, social media; e-newsletters, website & councilor listening posts
- Hearing of public submissions (9 June 21); and
- The final Revenue and Rating Plan was presented to (28 June 21) Council meeting for adoption.
- The revision to the Rating Plan in 2022 was distributed to the community with the Draft Budget on 23 May 2022 and the community were invited to make submissions on the proposed changes.

During the 42 day community engagement process in 2021 council received four submissions in relation to rates. Three were in relation to the level of the farm differential and municipal charge and one was in relation to the rates affordability for pensioners and those less well off in the community.

## 1.4 RATES AND CHARGES

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater for their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers. Whilst the Local Government Act 2020 requires this Revenue and Rating Plan many of the rating requirements remain as per the Local Government Act 1989.

Council has established a rating structure comprised of three key elements. These are:

- **General Rates** – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*;
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
- **Municipal Charge** - A 'fixed rate' portion per property to cover some of the administrative costs of Council.

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across residents.

Council makes a further distinction when applying general rates by utilising rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The Horsham Rural City Council rating structure comprises four differential rates, residential commercial, industrial, and farm. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- Residential 100%
- Commercial 95%
- Industrial 100%
- Farm land 50%

Cultural and Recreational rates levied on recreational land are based on capital improved valuations at concessional rates in the dollar of between 0% for those with little other sources of revenue and 50% of the general rate with significant revenue raising capacity.

Council also levies a municipal charge which is a minimum rate per property and declared for the purpose of covering some of the administrative costs of Council. In applying the municipal charge, Council ensures that each ratable property in the municipality makes a contribution.

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

The rate in the dollar for each rating differential category is included in Council's annual budget.

Rates and charges are an important source of revenue, accounting for over 50% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provide for future landfill rehabilitation costs. The garbage service charge is not capped under the Fair Go Rates System, and Council will continue to allocate surplus funds from this charge towards the provision of waste services. The service is based on the type and size of the services provided. A recycling service is also included for residential garbage service recipients and some outer urban areas. During 2020 the State Government announced a "4 Bins" policy which requires all councils across the state to provide four waste stream services as far as practicable across the community, being for general waste, commingled recycling (excluding glass), glass & organic waste. Council is implementing this new service during 2022-23 rolling.

A rebate of \$30 in addition to the State funded Pensioner Rebate Scheme is paid to eligible pensioners. In 2023-24 this will be increased to \$50.

Rates and Charges Overall Principles to be applied are that:

- Property Rates will be reviewed annually;

- Property Rates will not change dramatically from one year to next;
- Property Rates will be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.
- Council acknowledge that a discount given to one sector will need to be picked up by other sectors
- Council will be mindful of the impacts of revaluation on the various property types in implementing any differential rating to ensure that rises and falls in council rates remain affordable and that rating 'shocks' are mitigated to some degree

### 1.4.1 RATING LEGISLATION

The legislative framework is set out in the *Local Government Act 1989* and has not yet been included in the *Local Government Act 2020*. It determines council's ability to develop a rating system, and provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163

The recommended strategy in relation to municipal charges, service rates and charges, and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are: Site Value, Capital Improved Value (CIV) and Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.

Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*;

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the Essential Services Commission for a special order and is waiting for the outcome of the application; or
- c) that a special order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating contribution of property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Horsham Rural City Council budget.

In 2019 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. The Victorian Government subsequently published a response to the recommendations of the Panel's report. However, at the time of publication the recommended changes have not yet been implemented, and timelines to make these changes have not been announced. Council wrote to the Minister for Local Government in early 2021 to express concern that the State has not implemented all of the recommendations from the Rate Review Panel and has therefore not addressed the underlying problems in the system. The response back from the Minister was "I am committed to developing a Bill in 2021 that will introduce reforms to the local government rating system to increase transparency and available support to vulnerable ratepayers. This Bill will also be informed by the Ombudsman's investigations into how local councils respond to ratepayers in financial hardship", no Bill has yet to be introduced as at April 2022.

### 1.4.2 RATING PRINCIPLES

The Victorian Government's Local Government Better Practice Guide: Revenue and Rating Strategy 2014 states that when developing a rating strategy, in particular with reference to differential rates, a council should give consideration to the following key good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity

Many of these principles conflict with one another so the rating challenge for Council is to determine the appropriate balance of these competing considerations.

#### a) Wealth Tax

Council supports the principle that rates paid are dependent upon the value of the ratepayer's real property. To ensure that people in similar economic circumstances are treated similarly.

Issues: There is a direct relationship between property holdings and disadvantage – less wealthy people tend to own lower valued housing stock. Property owners with higher valued assets generally have a greater capacity to pay.

**Policy:** Council considers the wealth tax principle a good starting point in developing its Revenue and Rating Plan.

#### b) Equity (Horizontal)

Council considers issues of horizontal equity, to ensure that people in similar economic circumstances are treated similarly.

Issues: Levels of Government with more diverse taxing and investigative powers and resources struggle to achieve this and use a broad range of taxing instruments from income and assets tests, consumption versus income taxation etc. It is difficult to expect a property tax system alone to deal practically with this issue.

**Policy:** Council will consider (where possible) issues of horizontal equity in its Revenue and Rating Plan.

### c) Equity (Vertical)

Council considers issues of vertical equity, i.e. the amount of tax to be paid varies in accordance with an individual's economic circumstances.

Issues: Economic circumstances can be very subjective, depending upon how we define and measure this. Similar circumstances may be judged differently based on wealth, income and expenditure. Information around individual economic circumstances is not freely available to Council.

**Policy:** Council will consider (where possible) issues of vertical equity in its Revenue and Rating Plan.

### d) Efficiency

Council considers issues of economic efficiency, i.e. the level of rates burden can affect the extent to which production and consumption decisions are made by people.

Issues: Efficiency can be defined as the ratio of ends produced (outputs) to means used (inputs). Being more efficient, means that the burden on ratepayers can be reduced or ratepayer's utility can be increased by limited resources being diverted to more productive areas. For services where users are price sensitive, direct charging can influence demand patterns and thus lead to greater allocative efficiency.

**Policy:** Council will consider (where possible) issues of efficiency in its Revenue and Rating Plan.

### e) Simplicity

Council considers issues of simplicity, i.e. the complexity of the rating system affects how easily it can be understood by ratepayers and the practicality and ease of administration.

Issues: All reviews of taxation have argued that simplicity is a critical goal. The simpler the rating system is, the easier it is for ratepayers to understand, but the simplicity principle can often conflict with other principles.

**Policy:** Council will consider (where possible) issues of simplicity in its Revenue and Rating Plan.

## f) Benefit

Council considers the “benefit” or “user pays” principle. The benefit principle points to the fact that some groups may have more access to Council services.

Issues: More use of user charges, special rates and service charges lend themselves better to dealing with the issue of benefit. Another issue to consider here is that of the degree of “public” good in a service. A public good is something where it is difficult or impractical to exclude non-payers from the benefit. A user charge can be used where the benefit of a particular service can be mapped to an individual ratepayer. A comprehensive analysis of access to services is extremely costly, complex and difficult to determine with many subjective judgement calls to be made. In some ways arguing the benefit principle with respect to Council rates is like trying to do the same for income tax that is used to fund a wide range of universally accessed services. It might be argued that a country ratepayer derives less benefit from library services or street lighting than their town counterparts but the reverse may be argued with respect to the cost of repairing rural roads that are seldom travelled on by the urban ratepayer. Many services are not location specific. Access is not synonymous with consumption.

Residents can travel or use technology to access services. Services provided in different locations within the municipality have different costs e.g. waste collection in rural areas may be more costly than in urban areas etc. Rates are a property wealth tax based on valuation of properties and not based upon access to services. Services are available on a “whole of life” basis i.e. different services are accessed at different points during a person’s life.

**Policy:** Council will consider user pays opportunities wherever practicable.

## g) Capacity to Pay

Council considers issues of capacity to pay, i.e. that some groups may have a greater or lesser capacity to pay (i.e. asset rich but income poor).

Issues: Council does not have access to income information for ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply on hardship grounds to have their rates waived, deferred or interest waived and in doing so need to provide Council with some of this information.

**Policy:** Council will consider (where possible) issues of capacity to pay in its Revenue and Rating Plan.

## h) Diversity

Council considers issues of diversity, that is that some ratepayers within a group may have a greater or lesser capacity to pay (i.e. urban versus rural).

Issues: Council does not have access to income information for ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply on hardship grounds to have their rates waived, deferred or interest waived and in doing so need to provide Council with some of this information. Establishing sub-groups may lead to an overly complex rating system.

**Policy:** Council will consider (where possible) issues of diversity in its Revenue and Rating Plan.

### 1.4.3 DETERMINING WHICH VALUATION BASE TO USE

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- Capital Improved Value (CIV) – Value of land and improvements upon the land.
- Site Value (SV) – Value of land only.
- Net Annual Value (NAV) – Rental valuation based on CIV.

#### a) Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if –

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a council does not utilise CIV, it may only apply limited differential rates in relation to farm land, urban farm land or residential use land.

Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than SV and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across councils.
- The use of CIV allows Council to apply differential rates which greatly adds to Council’s ability to equitably distribute the rating burden based on ability to afford council rates. CIV allows Council to apply higher rating differentials if this is also deemed fair and equitable.

Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level of the property owner as with pensioners and low-income earners.

#### b) Site Value (SV)

There are currently no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Horsham Rural City Council context would cause a shift in rate contribution from the industrial, commercial and residential sectors on to the farm sector, and would hinder Council’s objective of a fair and equitable rating system.

There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on quarter acre residential blocks. In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Horsham Rural City Council.

#### Advantages of Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.
- Scope for possible concessions for urban farm-land and residential use land.

#### Disadvantages of using Site Value

- Under SV, there will be a significant shift from the industrial, commercial and residential sectors on to the farm sector of Council. The percentage increases in many cases would be in the extreme range.
- SV is a major burden on residential property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on Council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (e.g. Farm land and residential use properties). Large landowners, such as farmers for example, are disadvantaged by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by Council's customer service and property revenue staff each year.

### c) Net annual value (NAV)

For residential and farm properties, NAV is calculated at 5 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to capital improved value for residential and farm properties.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial and industrial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

### d) Recommended valuation base

Of the 79 Councils in the state, 75 use CIV as the valuation method. Use of CIV allows the use of differential rates.

**Policy:** Council will use the capital improved value valuation method as this satisfies the equity principles and allows council to utilise differential rates in its rating structure.

### e) Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, Valuer-General Victoria conducts property valuations on an annual basis. The CIV basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

### f) Supplementary Valuations

The Valuation of Land Act allows for Councils to have its Valuer make regular inspections following sales in subdivisions and consolidations as well as following the construction and demolition of buildings so that the maximum financial benefit can be gained from development as it occurs in the municipality, while at the same time ensuring that rates are levied equitably and transparently on new and changed properties.

Issues: There is some discretion as to what is an appropriate level of change in value upon which a supplementary valuation should be made.

**Policy:** Council's policy is to undertake supplementary valuations on a regular basis throughout the year, where there is a significant change to the capital improvements or where there is a new assessment or property consolidation required. The additional revenue generated during the year assists in maintaining the rate in the dollar at the lowest level and is both transparent and satisfies the equity principles within the Revenue and Rating Plan.

### g) Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Horsham Rural City Council or via the State Government's Rating Valuation Objections online portal. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

## 1.4.4 RATING DIFFERENTIALS

Section 161A of The Act allows Council to strike a different rate in the dollar for separate property classes, if Council uses CIV as the system of valuation. Section 161 (2) states that Council must specify the characteristics of the land which are the criteria for declaring a differential rate and the objectives of the differential rate. These objectives must include: a definition of the types and classes, a statement of the reasons for the level of the rate and the identification of the types or classes of land.

Section 161 (5) of The Act states the highest differential rate must be no more than 4 times the lowest differential rate.

Under Section 161 (2A) Council must have regard to any Ministerial Guidelines made before declaring a differential rate. The Minister issued Guidelines in April 2013. These guidelines attempt to spell out clearly what types and classes of land may be considered for differentials and also those that are not appropriate for differentials or need to be “carefully considered”. Geographic location may also be considered as a basis for the use of a differential.

The guidelines summarize the types and classes of land as follows:

“Must give consideration” to reducing the rate burden through a reduced differential rate

- Farm land
- Retirement villages

“Appropriate” for differential rates

- General land
- Residential land
- Farm land
- Commercial land
- Industrial land
- Retirement villages
- Vacant land
- Derelict land
- Cultural & recreational

“Carefully considered” as to whether they are appropriate for a differential rate

- Holiday Rental
- Extractive
- Landfill
- Dryland farming
- Irrigation farm land
- Automobile manufacturing land
- Petroleum Production
- Aluminum Production

“Would not be appropriate” to declare a differential

- Electronic gaming venue
- Liquor licensed venues
- Business premises defined by hours of trade
- Fast food franchises

Until the year 2000-01, Council levied a uniform rate in the dollar on all properties, whether they were residential, commercial, industrial or farm. It then resolved that the equity of the rating system would be enhanced if the different characteristics of the farming sector were recognised by applying a differential rate at 95% of the general rate applied to all other non-concessional rateable properties.

- Taking the above into account the farm rate was determined in the year 2000-01 after noting the relative changes in valuations between the farming and residential sectors in particular following the 2000 revaluation, and the lower accessibility of the farming sector to some of the services provided in the municipality generally. In doing so Council was mindful that a concession granted to one sector has to be paid for by all others but it believes that the equity principle is furthered by the application of this differential.
- In 2010-11, Council further reduced its differential rate to benefit the farming sector from 95% to 90% (of the general rate) having considered the outcomes of its biennial revaluation, the

impact of low commodity prices on farming incomes and uncertainty about the continuation of the Exceptional Circumstances financial support (which was subsequently withdrawn). In doing so, it considered the issue of geographical distance from standard Council services and the ability of farmers to use and access those services.

- In 2014-15, Council reduced its farm differential rate by a further 10% to 80% of the general rate, in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.
- In 2019-20, Council reduced the farm differential rate by a further 13% to 67% of the general rate to recognise the changes to relative property values (in 2018), the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector. Council also introduced a commercial differential rate of 95% of the general rate and an industrial differential rate of 95% of the general rate in recognition of the changes to relative property values following the 2018 general revaluation of properties and reliance on the level of economic activity of the farming sector.
- In 2021-22, Council reduced the farm differential rate by a further 8% to 59% of the general rate to recognise the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.
- In 2022-23, Council has reduced the farm differential rate by a further 9% to 50% of the general rate to recognise the changes to relative property values. It has also removed the 95% differential for the Industrial sector as a result of the movement in relative property values and has left the Commercial Sector differential at 95% in recognition of the impact that Covid 19 has had particularly on this sector, despite the impact of relative property values.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions.

Details of the objectives of each differential rate, the classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

### **a) Differential Residential Land**

A differential may be offered for residential land. A differential is considered appropriate for residential land under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for residential land will include the following: Rates are an allowable deduction for tax purposes for residential properties held for investment purposes and homebased businesses in relation to the portion of the home that is used for business purposes, properties within the township of Horsham generally have higher access to council services, residential properties tend to be lower in value and therefore are adversely impacted by the regressive nature of the municipal charge and any other factors as may be deemed relevant from time to time.

**Policy:** Council does not consider appropriate, a separate differential for residential land.

### **b) Differential Commercial Land**

A differential may be offered for commercial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for commercial land will include the following:

Rates are an allowable deduction for tax purposes for commercial properties, commercial properties are operated for profit, there is a wide diversity of retail operators both in size and type, and the farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

**Policy:** Council considers it appropriate to continue to have a 95% differential for commercial land in recognition of the impact that Covid 19 has had particularly on this sector.

### c) Differential Industrial Land

A differential may be offered for industrial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for industrial land will include the following:  
Rates are an allowable deduction for tax purposes for industrial properties, industrial properties are operated for profit, there is a wide diversity of retail operators both in size and type, and the farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

**Policy:** Council removed the 95% differential for industrial land in recognition of the changes to relative property values following the 2021 general revaluation of properties.

### d) Differential Farm Land

A differential may be offered for farming land and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for farm land will include the following:  
Farms can have reduced access to services compared to residential properties, and this reduced access is not reflected in the property values, the extent to which relative property values may have varied between sectors, an excessive rate burden is applied on farmers due to their land holding having a significantly greater value than for other small businesses, agriculture producers are unable to pass on increases in costs, farms are seen as more susceptible or fragile than other commercial or industrial operations, the farming sector underpins economic activity for much of the local economy, rates are an allowable deduction for tax purposes and often include the principle place of residence, farms are operated for profit and any other factors as may be deemed relevant from time to time.

Eligibility for the farm land differential has been based on the definitions of Farmland under the Valuation of Land Act 1960:

- Not less than 2 hectares in area
- That is used primarily for agricultural purposes
- That is used by a business that has significant and substantial commercial purpose or character, seeks to make a profit on a continuous or repetitive basis and is either making a profit or has reasonable prospect of making a profit from its activities

Council during 2015-16 undertook a review of its data associated with the classification of land as farm land, in order to ensure that all properties below the 60 hectare minimum lot size within the farm zone meet the above definition.

The increasing differential for farm land is creating a significant discount to farm properties and hence is increasing the incentive for land owners to be rated as farm land instead of residential land. As a result Council is introducing some further processes to ensure that all properties below the 60 hectare

minimum lot size in the farm zone, that are not part of a larger farming enterprise, are in fact meeting the requirement of “a business that has significant and substantial commercial purpose”.

**Policy:** Council will continue with a differential for the farm sector in recognition of changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with their rural isolation of the majority of the sector. The farm differential was reduced from 59% to 50% of the General Rate, in 2022-23.

To be eligible to receive the farm differential the land must meet the definition of Farmland as per the Valuations of Land Act 1960 (see above).

For land designated as farmland by the Valuer but which is below the minimum 60 Hectare lot size in the Farm zone, is not part of a larger farming enterprise and has a habitable dwelling on it, council will require the following to substantiate the conduct of a business that has significant and substantial commercial purpose:

1. There must be a valid ABN that applies to the farm business operations being undertaken on the site
2. That ABN must be registered for GST
3. A letter will be required from the business owner’s accountant or other proof from the Australian Taxation Office that they are conducting a farm business.
4. The following will be required if there is a share farming or lease arrangement in place:
  - a. a copy of the relevant agreement between the parties detailing the term of the agreement and indicating the substantial nature of the operations and the legal entities involved
  - Or
  - b. a letter from a farming enterprise with a valid ABN, stating they are farming the land commercially
  - c. conditions 1,2 & 3 will then need to be met if the relevant farming enterprise is not already known to council

A separate review of farm properties under 60 Hectares will be undertaken once every 4 years to confirm that properties remain eligible.

### **e) Differential Retirement Villages**

A differential may be offered for Retirement Villages and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for farm land will include the following:

A lower differential for this class of properties may be considered appropriate, based on the reduced number of services accessed by residents of retirement villages, savings in capital investment and maintenance to council for roads, footpaths, drainage, street lighting, car parking and landscaping, council benefits from increased rate revenue because of the density of retirement village housing and any other factors as may be deemed relevant from time to time.

**Policy:** Council has reviewed the Retirement Villages within the Municipality and does not believe there is any basis on which to offer a differential. The average value of assessments within a Retirement Village is on the lower end of the scale and many of the services of Council are available to and utilised by tenants of Retirement Villages, reducing the Municipal Charge will benefit Retirement Villages also.

## f) Differential Other Classes of Land Use

A differential may be offered for range of other classes of land use under the current Ministerial Guidelines.

**Policy:** Council does not consider any other differential as appropriate for any of the other listed categories of land use within the Ministerial Guidelines.

## g) Differential for Geographic Reasons

A differential may be offered for definable Geographic areas and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for geographic reasons will include the following: A lower differential for this class of properties may be considered appropriate based upon, the distance from Horsham and therefore the ability to access services, in practice this would be very difficult to measure as to where the line should be and how to administer, in taking in to account the extent of usage of services Council needs to satisfy itself that the situation is consistent across the majority of properties within a property class.

**Policy:** Whilst Council recognises the issue as being applicable to outer geographic areas of the Municipality the costs and inability to position and administer a suitable line on a map would outweigh the benefits of introducing such a differential.

## h) Cultural and Recreational Land

Under the provisions of the Cultural and Recreational Lands Act 1963 most councils levy rates on outdoor cultural and recreational facilities at concessional rates. These lands must be occupied by a body which exists for an outdoor recreational purpose and which applies its profits in promoting the furthering of this purpose. The lands must be owned by the body or owned by the Crown or Council to be eligible. Agricultural showgrounds are specifically included. Indoor bodies may be exempt as charities under Section 154 of the Local Government Act 1989, on the basis of providing a general community benefit.

Issues: Council during 2014-15 undertook a detailed review of culture and recreational assessments within the municipality and developed a policy to guide officers in applying the principles. This policy clearly defines eligibility criteria and reduces the previous 20% concessional rate to 0% i.e. no rates to be levied and the upper rate of 60% has been reduced to 50%. Council believes this recognises the role that Cultural and Recreational groups play in the provision of services to the community. These groups do have access to some services in their own right but largely, themselves, are part of the cultural and recreational service provision within the community. This new policy reduces the rate burden on these groups within the community and attempts to clarify the grey areas in the decision process, to help provide consistency and fairness in the way in which Council approaches this matter.

Council sets rates which differentiate between those which have significant fund raising capacity and those which do not. The levels are discretionary and as a consequence have been reviewed so that the lower rate aligns with the full exemption that may be granted to groups under Section 154 of the Local Government Act. The upper rate has been reduced from 60% to 50% to provide some further concession to these groups in recognition of the general community benefit they provide.

**Policy:** Rates are set at a higher value (for those with significant revenue raising capacity) and a low value (for those with little revenue raising capacity) of the general rate. No municipal charge is made on these properties.

## i) Trigger for Review of Differentials

**Policy:** Council has established the following parameters for the purposes of deciding when a detailed review of differentials in the Rating Strategy is required in any budget year:

- The difference in the valuation change (increase or decrease) between the general differential rate category and another differential rate category exceeds 3.5% following a general revaluation of properties
- Any change in the legislative framework that materially impacts the equitable imposition of rates and charges.
- Any other relevant matter as per the Ministerial Guidelines for Differential Rating

## 1.4.5 DISCOUNTS AND WAIVERS

### a) Rate Exemptions for Charitable and Other Properties

The Local Government Act provides for limited exemption of certain categories of properties from rating, Section 154 sets out what land is non-rateable. Primarily those regarded as being used for charitable purposes, as well as specified types of property, such as those used for mining. Most Government and Council owned properties, including educational institutions and hospitals, are also included in non-rated categories.

Issues: Some degree of discretion needs to be applied when looking at some charities as they may often be almost commercial in nature, a detailed review of non-rateable assessments is undertaken on a regular basis.

**Policy:** Council has in place a policy “Rate concessions for Cultural, Recreational and Charitable Organisations” to help guide decision making in relation to the granting of exemptions under Section 154 of the Local Government Act.

### b) Rating of Retail Premises of Charitable Organisations

The Local Government Act provides in Section 154 (4) that any part of land used for the retail sale of goods cannot be regarded as used exclusively for charitable purposes and is thus rateable. These are commercial operations that are not charitable by nature and hence they should be rated.

Issues: These retail premises operate in order to both raise income for their charitable cause and also to provide a cheap source of recycled clothing which provides a social benefit to the community.

**Policy:** For the purpose of charging rates, the Council Valuer will be asked to separately value that part of land not rated which is occupied by a charitable organisation and used for the retail sale of goods so as to allow that part to be separately rated. Council will then make an annual Community Donation/Grant equivalent to the rates charged to the charitable organisations so rated in accordance with this policy.

### c) Rebates and Concessions

Under Section 169 of the Act, a council may grant a rebate or concession in relation to any rate or charge:

- To assist the proper development of the municipal district; or
- To preserve buildings or places in the municipal district which are of historical or environmental interest; or
- To restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or

- To assist the proper development of part of the municipal district.

A council resolution granting a rebate or concession must specify the benefit to the community as a whole resulting from the rebate or concession. Rebates and concessions may be offered for a number of reasons as defined in Section 169 of the Act. Primarily “to assist the proper development of the municipal district” or to assist the preservation and/or restoration of places “of historical or environmental interest.”

Issues: Council may offer rebates and concessions as it deems appropriate, and as established through clear policy direction, the following rebates are in place: or have been considered:

- Council provides for the state funded pensioner rebate scheme.
- A specific rebate has been granted under an historical agreement, to provide 50% general rate concession (excluding the municipal charge) on the low value rental units owned by the Department of Families, Fairness & Housing.
- An additional rebate of \$30 is offered to eligible pensioners from 2019-20 onwards to recognise the impact of rates on this section of the community. This rebate is being increased in 2023-24 to \$50.

The following rebates are not in place but have been considered however the administrative burden or difficulties for such schemes are considered significant and that they would outweigh the benefits

- Land with Conservation Covenants issued by the Trust for Nature for landowners undertaking conservation of their land, which has been suggested by the Trust as being appropriate and desirable.
- A rebate or concession to be offered for relevant landholders in return for weed management has been discussed.
- A rebate to Health Care Card holders

**Policy:** Council administers the state government funded pensioner rebate scheme. Council will offer an additional rebate to pensioners over and above the state government value. Council will not grant a concession or rebate to properties on which a conservation covenant has been executed. Such covenants would be incorporated into the attributes considered by the Valuer when determining the Capital Improved Value of the land and rated according to the Australian Valuation Property Classification Code (AVPCC). The Council funded rebate was \$30 in 2022-23. This has been increased in 2023-24 to \$50.

#### **d) Rating of Granny Flats**

**Policy:** In relation to the rating of Granny Flats, where a flat that is constructed on land on which there had previously been one dwelling only and where such flat is occupied by the elderly or disabled pensioner relatives of the occupier of the adjacent house, Council will waive the rates and charges over and above the pensioner concession granted, providing the pensioners makes an application for such a waiver each year before the rate payment is due.

### **1.4.6 MUNICIPAL CHARGE**

Under Section 159 of the Act, a council may declare a municipal charge to cover some of the administrative costs of the council. A council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the sum total of the council's total revenue from a municipal charge and total revenue from general rates.

A person may apply to Council for an exemption from the payment of a municipal charge on rateable land if the rateable land is farm land, the rateable land forms part of a single farm enterprise and an

exemption is not claimed in respect of at least one other rateable property which forms part of the single farm enterprise. In the case of a single farm enterprise which is occupied by more than one person, an exemption cannot be claimed in respect of more than one principal place of residence.

A fixed component of the rating structure is provided as recognition of the fact that all rateable properties have an obligation to contribute to the basic operations of Council i.e. its administrative functions

Issues: Because the municipal charge is a fixed charge, it is regressive, meaning that as the value of properties decrease, the municipal charge increases as a percentage of rates paid, thus the total burden is reduced on higher value properties. The higher the municipal charge the greater is the benefit to farms with multiple assessments that are eligible for the “single farm enterprise” exemption, a municipal charge may be used by a council to collect a portion of revenue not linked to property value but paid equally by all ratepayers. The charge cannot be more than 20% of total rates. A reduction in the level of the municipal charge would benefit lower valued properties, but any reduction would need to be balanced by an increase in the ad-valorem rate accordingly which would increase the rates on all properties across all sectors. Some councils tie the municipal charge to specific administrative or governance costs and set it accordingly. Council has considered the effect of lowering the level of the charge and consequently raising the ad-valorem rate to compensate.

**Policy:** Council recognises the regressive nature of this charge and will seek to reduce it over time, but will continue to levy a municipal charge on the grounds that all properties should contribute to its administrative costs. It remains at \$200.

#### 1.4.7 SPECIAL CHARGE SCHEMES

Under Section 163 of the Act, a council may declare a special rate or charge for the purposes of defraying any expenses or repaying (with interest) any advance made to or debt incurred or loan raised by the Council, in relation to the performance of a function or the exercise of a power of the council, if it will be of special benefit to the persons required to pay the special rate or special charge.

A 1999 VCAT ruling said “if a benefit accrues to the land so as to make it more desirable and therefore more valuable for sale, the owner derives a special benefit even if his or her present use of the land does not provide it there and then”.

Special rates and Charges may be utilised. These have been utilised principally for drainage, footpaths and road schemes where the “benefit” to individual ratepayers can be clearly identified.

Issues: Greater use of Special Charges when there are clearly “special benefits” that can be identified will help address some of the Equity issues around the benefit principle.

**Policy:** Council will use special rates and charges wherever it believes these may be appropriate.

#### 1.4.8 SERVICE RATES AND CHARGES

Under Section 162 of the Act, a council may declare a service rate or charge for any of the following services:

- Provision of a water supply
- Collection and disposal of refuse
- Provision of sewage services
- Any other prescribed service

Garbage services are compulsory for Natimuk and Horsham and are charged on a user pays principle. Recycling services are included as part of the garbage services to urban and some outer urban areas

but are not provided in rural areas. It is appropriate to have a user charge as the service can be clearly tagged to those that use it. The calculation is done on a cost recovery basis. Recycling is included to encourage recycling which helps reduce landfill costs. To charge separately may result in some people cancelling the service.

Issues: The calculation of the garbage charge is on a cost recovery basis but does not currently pick up on a contribution towards Council's general administration or overhead. During 2017-18 the acceptable levels of contaminants in recyclable product delivered to China was reduced thereby impacting the recycling market, this resulted in a cost increase to council per recycling service. The state EPA levies are increasing significantly from 1 July 2021 which will see some significant increases in costs over the coming years.

**Policy:** Council will levy a charge for garbage and recycling services combined on a cost recovery basis.

### 1.4.9 COLLECTION AND ADMINISTRATION OF RATES AND CHARGES

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

#### I. Payment Options and Incentives

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Quarterly payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

A council may also allow rates and charges to be paid in a lump sum. Lump sum payments are due 15 February.

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- online via Bpay and Postbillpay,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- By mail (cheques and money orders only).

The lump sum payment option has remained in February largely due to the preference by the farming community to pay annually at this time. Interest can be charged on overdue payments.

Issues: Farming has changed in recent years and farm incomes are now often spread differently across the year, compulsory quarterly payments would offer opportunities for improved efficiencies in how the rates department operates and better debt management and cash-flow management for Council and potentially ratepayers alike. Quarterly payments have been modelled to show there would be minimal extra costs to annual payers and can still be paid in full at the time of the first instalment on 30 September.

**Policy:** Council will allow payment of rates and charges by lump sum in February as well as quarterly payments. A discount for early payment of rates will not be offered.

## II. Interest on arrears and overdue rates

Interest is charged on overdue rates in accordance with Section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette. During the COVID-19 pandemic Council has undertaken a soft approach on debt collection and will continue to do this. Council will not charge interest on overdue amounts incurred as long as the ratepayer adheres to the payment arrangement that they had agreed to, or if they are unable to continue the arrangement, makes contact with Council to discuss their payments.

## III. Early Payment Incentives

Under Section 168 of the Act a council may also provide incentives for prompt payment. Early payment incentives may be offered if rates are paid early. Early payment benefits council by improvements to cashflow.

Issues: The question of a discount on early payment of rates has been looked at previously by Council. In a survey in 2003 a few ratepayers indicated that they would be attracted by a discount. The discount may be seen to benefit ratepayers in the community who have greater cashflow and capacity to pay so may not be fair to those who don't have that capacity. There is a cost to the discount itself, plus additional administrative and system costs.

**Policy:** Council does not offer a discount for early payment of rates and charges.

## IV. Financial Hardship

Under Section 170 of the Act, a council may defer in whole or in part the payment by a person of any rate or charge which is due and payable for a specified period and subject to any conditions determined by the council if it considers that an application by that person shows that the payment would cause hardship to the person.

Under Section 171 of the Act, a council may waive the whole or part of any rate or charge or interest in relation to, an eligible recipient or any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

Deferments, discounts and/or waivers of rates and charges are available in specific hardship cases. Section 169, 170 & 171 of the Act allows for people in designated groups to access this i.e. pensioner rate discount or for individual cases of hardship.

Issues: Council like most councils across the state, has traditionally preferred to offer deferrals rather than granting waivers. This means that there is little lost revenue to Council and it meets the equity issue of capacity to pay, by delaying payment until assets are realised at a later date. In proven long-term hardship situations Council would consider granting a full or partial waiver of rates.

**Policy:** Council has a separate and specific policy, "Rates and Charges Financial Hardship Policy" for the handling of hardship cases which allows waivers or deferment of all or part of rates for varying times depending on circumstances, interest may also be waived in hardship cases. Applicants are required to specify the hardship grounds, on consideration of which Council may grant a deferment. This deferment would generally continue until circumstances change, the land is sold or the person dies, and at such time the rates and interest deferred would be taken from the sale proceeds.

## V. Debt recovery

Council has in place a “Debt Collection Policy” that guides the decision making around the pursuit of overdue debts. Council makes every effort to contact ratepayers at their correct address and with the contact details previously supplied, but it is the ratepayers’ responsibility to properly advise Council of any changes to their contact details. The *Local Government Act 1989* Section 230 and 231 requires both the vendor and purchaser of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of disposition or acquisition of an interest in land. In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include any accrued penalty interest. In the event that the account remains unpaid, Council staff will attempt to contact the ratepayer via phone, email and text messages. If no contact can be established, and no effort has been made by the ratepayer to contact Council, the account may be referred to a credit management company without further notice to recover the overdue amount. Any fees and court costs incurred will be recoverable from the ratepayer. Ratepayers who have a documented hardship case will not be referred to the credit management company.

If an amount payable by way of rates in respect to land has been in arrears for three years or more with no payment arrangement in place during this time, Council may take action to sell the property in accordance with the *Local Government Act 1989* Section 181. Council will at no time sell a property that is the ratepayer’s principal place of residence for unpaid rates.

## VI. Communications

Council will seek to communicate individually with properties that have a significant shift in the rate burden in any one year, advising them of the reason for the change and their options for appeal on their valuation. This Revenue and Rating Plan will be publicly available on Council’s website.

## VII. Fire Services Property Levy

In 2013 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government. The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

# 1.5 OTHER REVENUE ITEMS

## 1.5.1 USER FEES AND CHARGES

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure. Examples of user fees and charges include:

- Kindergarten fees
- Parking fees
- Leisure Centre, Gym, and Pool visitation and membership fees
- Waste Management fees
- Leases and facility hire fees

The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Council must also comply with the government's Competitive Neutrality Policy for significant business activities that are provided and adjust the service price to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, Council will determine the extent of cost recovery for each particular services consistent with the level of both individual and collective benefit that the service provides and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

#### **I. Market Price**

Market pricing is where council sets prices based on the benchmarked competitive prices of alternate suppliers. In general market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and council needs to meet its obligations under the government's Competitive Neutrality Policy.

*Note: if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.*

#### **II. Full Cost Recovery Price**

Full cost recovery price aims to recover all direct and indirect costs incurred by Council. This pricing will be used in particular where a service provided by Council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges will be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

#### **III. Subsidised Price**

Subsidised pricing is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. Council provides the service free of charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and state funding programs. Full council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

Council publishes a table of fees and charges as part of its annual budget each year. Proposed pricing changes are included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in. Council will be developing a user Fee Pricing policy in the future in line with the Victorian Auditor General's Office report "Fees and charges – cost recovery by local government" recommendations.

## 1.5.2 STATUTORY FEES AND CHARGES

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units, one penalty unit is currently \$165.22, from 1 July 2020 to 30 June 2021. The rate for penalty units is indexed each financial year so that it is raised in line with inflation.

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court Registrar of Probates is 1.6 fee units. The value of one fee unit is currently \$14.81 from 1 July 2020 to 30 June 2021. This value may increase at the beginning of a financial year, at the same time as penalty units.

## 1.5.3 GRANTS

Grant revenue represents income usually received from other levels of government. Some grants are one-off and attached to the delivery of specific projects, (often referred to as “Tied Grants”) whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects (“Untied Grants”).

Grants may be made for both operational purposes and for the funding of capital works. The largest ongoing grant that Council receives is from the Federal Government’s Financial Assistance Grants (FAGS) through the Victorian Grants Commission.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in Council’s budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

## 1.5.4 CONTRIBUTIONS

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to Council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities

- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

### **1.5.5 INTEREST ON INVESTMENTS**

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per Council's investment policy, which seeks to earn the best return on funds, whilst minimising risk.

## Feedback from community inspection period

### Public inspection

The draft Budget 2023-2024 was presented to Council at its monthly meeting on 22 May 2023. The budget aligns with the objectives of the Council Plan 2021-2025 and was prepared with reference to the Annual Action Plan Year 2: 2023-2024.

The draft Budget and revised Revenue and Rating Plan 2021-2024 were provided for community inspection for a period of 2 weeks and closed on Friday 9 June 2023 at 5pm. The community inspection period was promoted on Council's website and on social media.

Two individuals contacted Council specifically in relation to the draft budget within the allocated inspection period with one individual contacting Council on several occasions. Their comments/queries are captured in this report.

A third individual contacted Council on 16 June, a week after the inspection period concluded, so is not addressed as part of this report however their feedback has been provided to Councillors.

No feedback or comments were received in relation to the revised Revenue and Rating Plan 2021-2024.

### Summary

Specific feedback on the draft Budget from the two contributors is outlined in the table below. Specific feedback includes:

- *Confirmation or clarification of amounts referred to in the budget.*
- *Queries/concerns in relation to proposed fees and charges.*

## Draft Budget – Feedback and revisions

Table 1. Summary of feedback and revisions

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
<b>General comments</b>	
Please improve the process and have a dedicated submission email for Budget draft and comments. I am using the general email	<p>Nil amendments required.</p> <p><b>Reason:</b> the generic email address was used as the budget was placed for inspection with comments or queries welcome. Given the number of people involved in aspects of the budget the main email account was used so queries could be redirected and responded to as they arose. Replies to email correspondence were also sent via council@ email address as a generic contact given the multiple people often involved in preparing the responses.</p>
Request should the comments re a draft be cc to the individual councillors so the ratepayers are sure the detail goes to the elected officials.	<p>Nil amendments required.</p> <p><b>Reason:</b> Councillors receive copies of all comments, submissions or similar received as part of any “Have your say” process.</p>
An effective council would have waited until my document was submitted and the closing date for submission ie 9th June 2023 and it was submitted. Did HRCC send a response before the submission hoping they would receive no criticism of the budget. Were the group trying to discourage a person from making fair and just comments	<p>Nil amendments required.</p> <p><b>Reason:</b> Council responded as queries or comments were received with a consolidation of all comments provided to council@ in the allocated inspection period provided to Councillors in full.</p>
Herewith protest HRCC councillors maybe a rubber stamp for the budget. The budget is prepared. The community are ask to respond. In the past has the budget draft been sent back for review? When? Why?	<p>Nil amendments required.</p> <p><b>Reason:</b> there has been extensive opportunity to contribute to the development of the budget via the community engagement already undertaken in relation to key projects and other factors that inform the budget (eg Annual Action Plan) hence the draft is largely complete by the time it is presented for inspection.</p> <p>Where information is provided on what is essentially the final review stage (noting the previous opportunities to comment with the associated feedback already incorporated in the preparation of the draft budget) that requires the draft to be amended, the draft budget will be amended accordingly. Noting that such information could be provided by internal or external stakeholders.</p>
Herewith protest the submission process is unfair for some who can read - are dyslexic. A fair and reasonable council might have arranged a public meeting to allow questions and answer of issues. Please improve processes for the community from HRCC.	<p>Nil amendments required.</p> <p><b>Reason:</b> the budget was open for inspection with the option for people to come into the Civic Centre to view and ask questions. There was also no restriction placed on individuals asking questions either in person, on phone or via email. Process adopted was the standard process applied for documents open for inspection.</p>
<b>Specifics within budget</b>	
Just wondering if the \$321,000 is new money or if it is to make up the original total of \$789,000 that was allocated for the rebranding.	<p>Nil amendments required.</p> <p><b>Reason:</b> the amount referred to in the Draft Budget is not new money for branding.</p> <p>In October 2022 Council resolved that \$787,600 be allocated to City Branding to be funded over two financial years as follows:</p>

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
	<ul style="list-style-type: none"> <li>2022-2023 allocation of \$287,000 to be funded from additional grants commission funding.</li> <li>2024-2025 funding allocated of \$500,600 in the long term capital works plan to be brought forward to 2023-2024 financial year.</li> </ul> <p>This was an original high level estimate for the project. The project will now be delivered as follows:</p> <ul style="list-style-type: none"> <li>2022-2023 allocation of \$287,000 to be funded from additional grants commission funding.</li> <li>2024-2025 funding allocated of \$321,000 in the long term capital works plan to be brought forward to 2023-2024 financial year.</li> </ul>
Unjustly ratepayers get a 3-5 increase.	<p>Nil amendments required.</p> <p><b>Reason:</b> Council has applied the rate cap set by the Minister for Local Government in line with the Victorian Government's Fair Go Rates council rate cap system</p>
<p>2022 no increase re Dudley and some other ovals or halls</p> <p>Unjust ratepayers are subsidizing some sports areas and arts areas when council rates increase 3-5 or 5-25 over two years plus inflation increases and power increases ie 25 per cent.</p> <p>Who made the decision no increases re the facilities ie Dudley and other ovals or halls. Please be transparent as a council.</p> <p>Why bother asking for input if HRCC fail to account for all the material facts ie increases re rates - increase re power electricity -increase re Town Hall fees but not other locations like Dudley. Cost neutral please.</p>	<p>Nil amendments required.</p> <p><b>Reason:</b> Council have proposed that the fees remain the same in 2023/2024 as they were in 2022/2023. The rationale for doing so is due to the challenges facing formalised sport as they emerge from the impact of COVID. Council do not consider that our Council fees should be a significant imposition on clubs but rather we should look to support our groups and clubs to remain active and viable. Not increasing the hire fees (i.e. HRCC absorbing the CPI increase) is one way of supporting our clubs during the coming financial year.</p>
<p>Re the budget rate the increase is to be per the govt 3-5 per cent.</p> <p>Re budget income rates 2022 Income</p> <p>Rates and charges 30,666 million</p> <p>And 2023 24 to 32,636 million.</p> <p>My calculation is increase of 3-5 meaning rate increase \$1,071,000 increases (\$350-000 per \$10 million) by 3.5 equal to 31,737,000 for 2023 2024. HRCC figure increased from 30666 million to \$32626000. Re 3-5 the council figure appears to be \$899.000 too high re rates.</p> <p>Please explain council figures accounting for 3-5 increase.</p> <p>Where did the council get the figure from 30,666 million 2023 24 to 32,636 million</p>	<p>Nil amendments required.</p> <p><b>Reason:</b> the rates and charges are explained at Note 4.1.1 in the draft budget document. Rate increases are subject to rate capping but also contain growth from increases in the number of properties (e.g. subdivisions) in the municipality and supplementary rates.</p>
<p>Re other income 2.156 what is it where from. APPENDIX 9.1A increases to \$2356</p> <p>Re council figures user fees 5,569 to 6,672. APPENDIX 9.1A</p> <p>Please explain the user fees - what for where from?</p> <p>Re capital works Buildings 5,371 to 7,863 where from what are these figures for. APPENDIX 9.1A</p>	<p>Nil amendments required.</p> <p><b>Reason:</b> Other income is outlined in 4.1.6 of the draft budget and User fees are outlined at 4.1.3.</p>

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
General rates 23,762 and 25,141 increase income 25,141 should it be \$805,000 based on 3-5 increase Council figure is 1,379.000 the increase appears \$529-000 too much per council figures. Please explain.	Nil amendments required. <b>Reason:</b> the rates and charges are explained at Note 4.1.1 in the draft budget document.
Re summary of capital works summary Recreational, leisure and community facilities \$11,288 4.6 Summary of Planned Capital Works Expenditure Parks, open space and streetscapes \$990 4.6 Summary of Planned Capital Works Expenditure Where is the breakdown of locations etc.	Nil amendments required. <b>Reason:</b> Details of capital works projects are included in multiple locations including in the executive summary on page 5

**Appendix D:****Draft Budget and revised Revenue and Rating Plan 2021-2024 – Responses received**

[REDACTED]  
**Sent:** Thursday, 1 June 2023 2:36 PM  
 [REDACTED]

**Subject:** Budget Question - Branding

---

[REDACTED]

Just wanted to ask a question in regards to the draft budget. There wasn't a email address to submit questions to but only leave feedback so I have directed this to you. If this is not correct, please let me know.

Just wondering if the \$321,000 is new money or if it is to make up the original total of \$789,000 that was allocated for the rebranding.

I have attached a copy of the page that has the total on it.

Much appreciated.

Cheers,  
 [REDACTED]

---

[REDACTED]  
**Sent:** Friday, 9 June 2023 3:30 PM  
 [REDACTED]

**Subject:** [REDACTED] to HRCC 2023/2024 Draft Budget please review. Submission by 9th June 2023 5 pm. A duty of care needs to occur to account for all material facts

[REDACTED]

TO Horsham Rural City Council  
 18 Roberts Ave Horsham VIC 3400  
 P: 03 5382 9777 | TTY: 133 677 ask for 03 5382 9777

To the HRCC staff and councilors

Please improve the process and have a dedicated submission email for Budget draft. and comments

I am using the general email.

Request should the comments re a draft be cc to the individual councilors so the ratepayers are sure the detail goes to the elected officials.

Do the HRCC staff pass the details on to the elected officials.

Re my phone call to HRCC asking for review of budget and including to have increases to sports areas - Poor response re HRCC,.

COMPLAINT The person from HRCC making a response fails to identify themselves in an email.

Unjustly ratepayers get a 3-5 increase.

2022 no increase re Dudley and some other ovals or halls.

2023 the response per email is no increase re Dudley and some other ovals or halls..

Unjust ratepayers are subsidizing some sports areas and arts areas when council rates increase 3-5 or 5-25 over two years plus inflation increases and power increases ie 25 per cent.

Who made the decision no increases re the facilities ie Dudley and other ovals or halls.

Please be transparent as a council.

Why bother asking for input if HRCC fail to account for all the material facts ie increases re rates - increase re power electricity - increase re Town Hall fees but not other locations like Dudley. Cost neutral please.

Users need to pay added increases in line with rate increases - inflation and electricity should also happen.

An effective council would have waited until my document was submitted and the closing date for submission ie 9th June 2023 and it was submitted.

Did HRCC send a response before the submission hoping they would receive no criticism of the budget. Were the group trying to discourage a person from making fair and just comments.

Note well i was told by 53829777 an employee would phone back re halls.

No phone call I am aware of re other halls in the area.

Failure of procedural fairness re HRCC not waiting until 9th June 2023 re close of submissions.

Not calling to indicate halls in the area.

Ratepayers and others get impacted re increase.

Sports groups and others like halls need to pay their way re increase.

Others ratepayers have been emerging from Covid.

Poor excuse that sports groups are emerging from Covid.

Should ratepayers say they are emerging from covid and not need to pay the added 3-5 per cent increase. Will HRCC listen?

Request please HRCC needs to be unbiased in their work with the community please.

Please provide a full list of halls the HRCC owns and their fees?

Please explain when ALL HRCC halls had increased fees? What are the fees and increase.

Please indicate when ovals like Dudley last had review of fees and charges.

Please indicate what the fee charge increase was for Dudley - when and various halls (Dooen - Dadswell - Natimuk) and ovals (Pimpinio) not seen in the budget draft.

Do council provide funds for these halls re repairs etc? How much each year?

Please indicate how many halls and ovals are in the HRCC area.

How many on public land.

If Town hall has increased fees then other HRCC halls need to have some increases.

Users need to pay increase fees re use of ovals.

Ratepayers do not need to subsidise some of these ovals and halls

The users need to pay a fair and reasonable fee with increase.

Where are all the fees in the budget re ovals and halls.

Fees need to be representative the of costs?

Review the fees to account for added costs i.e. rate increase - power increases.

I see no report of income from all Ovals or halls.

Please be a transparent council and indicate the income re ALL sports oval re HRCC?

Please be a transparent council and indicate the costs re ALL sports ovals re HRCC.?

Costs like replacement of equipment's - repairs seating - ALL Costs ie grass mowing.

Please be a transparent council and indicate the incomes re ALL city halls re HRCC ie Dooen or Dadswell

Please be a transparent council and indicate the costs re ALL Halls re HRCC?

Please be a transparent city indicating where on line details are other halls and ovals cost plus income. Are the costs etc and income to the budget.

The mayor endorses the 2023-24 Budget as financially responsible, fair & equitable, and are pleased to provide the budget to our community.

Herewith protest the budget is misleading re claims of fairness and being equitable.

Increases in some areas i.e. the arts re town hall.

The budget omits breakdown of incomes re halls and ovals like dudley.

To be fair and equitable the budget needs to increase costs re all ovals and halls.

How long does the draft budget take to prepare?

How many staff are involved in preparing the budget.

Requesting the same time the staff get to prepare the budget should be offered to the community lay people to respond to the budget draft.

A budget that is not fair and equitable.

Please understand fairness and equability.

Herewith protest HRCC councillors maybe a rubber stamp for the budget.

The budget is prepared.

The community are ask to respond.

In the past has the budget draft been sent back for review?

When?

Why?

Re the budget rate the increase is to be per the govt 3-5 per cent.

Re budget income rates 2022 Income

Rates and charges 30,666 million

And 2023 24 to 32,636 million.

My calculation is increase of 3-5 meaning

rate increase \$1,071,000 increases (\$350-000 per \$10 million ) by 3.5 equal to 31,737,000 for 2023 2024.

HRCC figure increased from 30666 million to \$32626000.

Re 3-5 the council figure appears to be \$899.000 too high re rates.

Please explain council figures accounting for 3-5 increase.

Where did the council get the figure from 30,666 million 2023 24 to 32,636 million.

Re other income 2.156 what is it where from. APPENDIX 9.1A increases to \$2356

Re council figures user fees 5,569 to 6,672. APPENDIX 9.1A

Please explain the user fees - what for where from?

Re capital works Buildings 5,371 to 7,863 where from what are these figures for. APPENDIX 9.1A

General rates 23,762 and 25,141 increase income 25,141 should it be \$805,000 based on 3-5 increase

Council figure is 1,379,000 the increase appears \$529,000 too much per council figures.  
Please explain.

Re user fees  
Performing Arts 2023 \$551 2024 \$546 where from break down.  
Re the projected cost rail corridor \$535,000 when it will be paid.

Re summary of capital works summary  
Recreational, leisure and community facilities \$11,288 4.6 Summary of Planned Capital Works Expenditure  
Parks, open space and streetscapes \$990 4.6 Summary of Planned Capital Works Expenditure  
Where is the breakdown of locations etc.

This claim per 53829777 is place with council to underline the need to consider other issues re HRCC 2023 2024 budget.

The ratepayers should not be the only group to pay increases.

Dudley park is used at night with power increase 25 per cent re householders.  
There are many lights on at night re Dudley. Increase the charges even a special power increase levy 2023 2024. State government has a special levy in other areas in the state.  
Equipment during the day uses electricity i.e. heating food - hot drinks - storing food fridge - lights on in some buildings during the day.  
Users should pay increased fees.

Bins went from \$320 smaller 2022 to \$480. A 50 per cent additional fee.  
It was a state recommended fee. Council followed through. If other fees get increased why not users of ovals and halls in terms of rate increase power increase and inflation.

Herewith protest the submission process is unfair for some who can read - are dyslexic. A fair and reasonable council might have arranged a public meeting to allow questions and answer of issues. Please improve processes for the community from HRCC.

In the budget i see other small increases: Photocopy 90 cents to \$1-00 ie 10 per cent. Be equitable fee increase re oval s and halls please.

If ratepayers face increases the community needs to pay for other services halls and ovals with fee increases.

In the time available I have prepared this document to address issues.  
If you have any query please phone me.

Be transparent.  
Be accountable.  
A council that disappoints.

Most faithfully





**Australian Government**

**Department of Industry, Science and Resources**

**Department of Infrastructure, Transport,  
Regional Development, Communications and the Arts**

## Grant Opportunity Guidelines

# Growing Regions Program – Round 1

<b>Opening date:</b>	5 <sup>th</sup> July 2023 (Expression of interest)  1 <sup>st</sup> November 2023 (Full application)
<b>Closing date and time:</b>	05:00pm Australian Eastern Standard Time on 1 <sup>st</sup> August 2023 (Expression of interest)  05:00pm Australian Eastern Daylight Savings Time on 12 <sup>th</sup> December 2023 (Full application)  Please take account of time zone differences when submitting your application.
<b>Commonwealth policy entity:</b>	Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)
<b>Administering entity:</b>	Department of Industry, Science and Resources (DISR)
<b>Enquiries:</b>	If you have any questions, contact us on 13 28 46.
<b>Date guidelines released:</b>	6 May 2023
<b>Type of grant opportunity:</b>	Open competitive

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# 1. Growing Regions Program processes

## **The Growing Regions Program is designed to achieve Australian Government objectives**

This grant opportunity is part of the above grant program which contributes to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' (DITRDCA) Outcome 3: *Strengthening the sustainability, capacity and diversity of Australia's regions, including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance.* DITRDCA works with stakeholders to plan and design the grant program according to the [Commonwealth Grants Rules and Guidelines \(CGRGs\)](#).



## **Stage one of the grant opportunity opens**

We publish the grant guidelines on [business.gov.au](https://business.gov.au) and [GrantConnect](#).



## **STAGE ONE: EXPRESSION OF INTEREST**

### **You complete and submit an Expression of Interest (EOI)**

You complete the EOI application form, addressing all the eligibility and assessment criteria in order for your application to be considered.



### **We assess all grant applications**

We assess the EOI against eligibility criteria and notify you if you are not eligible.  
We analyse all eligible EOIs against assessment criterion 1 – EOI to understand how the project aligns with the program objectives and how ready it is to proceed, and we provide this information to the multi-party Parliamentary panel (the panel).  
The panel assesses your application against assessment criterion 2 - EOI and compares it to other eligible applications.



### **We make grant recommendations**

The panel recommends which projects will be invited to submit a full application (stage two), DITRDCA approves which applications proceed.



### **We notify you of the outcome**

We advise you of the outcome of your EOI application.  
We may not notify unsuccessful applicants until all successful applicants have been notified.



## **STAGE TWO: FULL APPLICATION**

### **Stage two of the grant opportunity opens**

Successful applicants from the EOI stage will be invited to apply.



### **You complete and submit a grant application**

You complete the application form, addressing all the eligibility and assessment criteria in order for your application to be considered.



**We assess all grant applications**

We assess the full applications against eligibility criteria and notify you if you are not eligible. We assess eligible applications against the assessment criteria including an overall consideration of value with money and compare it to other eligible applications.

**We make grant recommendations**

DITRDCA provides advice to the decision maker on the merits of each application.

**Grant decisions are made**

The decision maker decides which applications are successful.

**We notify you of the outcome**

We advise you of the outcome of your application. We may not notify unsuccessful applicants until grant agreements have been executed with successful applicants.

**We enter into a grant agreement**

We will enter into a grant agreement with successful applicants. The type of grant agreement is based on the nature of the grant and will be proportional to the risks involved.

**Delivery of grant**

You complete the grant activity as set out in your grant agreement. We manage the grant by working with you, monitoring your progress and making payments. You will notify us early if there are risks to project activities and/or timeframes so we can work closely with you to ensure project success.

**Evaluation of the Growing Regions Program**

DITRDCA will evaluate the specific grant activity and Growing Regions Program as a whole. We base this on information you provide to us and that we collect from various sources.

## 1.1. Introduction

These guidelines contain information for the Growing Regions Program. The Australian Government has announced a total of \$600 million over 3 years from 2023-24 to drive regional economic prosperity by providing access to funding for capital works for infrastructure across Australia's rural and regional areas. Funding will be provided through 2 rounds.

This document sets out:

- the purpose of the grant program/grant opportunity
- the eligibility and assessment criteria
- how we consider and assess grant applications
- how we notify applicants and enter into grant agreements with grantees
- how we monitor and evaluate grantees' performance
- responsibilities and expectations in relation to the opportunity.

This grant opportunity and process will be administered by the Department of Industry, Science and Resources (the department/DISR) on behalf of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA).

We have defined key terms used in these guidelines in the glossary at section 14.

You should read this document carefully before you fill out an application.

## 2. About the grant program

The Growing Regions Program – Round 1 (the program) will run over 3 years from 2023-24 to 2025-26. The program was announced as part of the October 2022 Budget.

The program will deliver community and economic benefits by investing in community-focused infrastructure which revitalises regions and enhances amenity and liveability throughout regional Australia.

The objectives of the program are:

- constructing or upgrading community infrastructure that fills an identified gap or need for community infrastructure
- contributing to achieving a wide range of community socio-economic outcomes
- is strategically aligned with regional priorities.

The intended outcomes of the program are:

- delivery of community-focused infrastructure which contributes to local and regional priorities
- provision of infrastructure which benefits the community by improving equity and supports diverse social inclusion
- to contribute to the achievement of broader Government priorities such as net zero emissions, gender equity, and/or First Nations priorities
- growing local economies and enhancing amenity and liveability in the regions.

Growing Regions Program Round 1 will be delivered through a two-stage selection process.

Applicants must first submit an Expression of Interest at Stage 1 and if successful, applicants will be invited to submit a full application at Stage 2. For further details see section 6.

There will be other grant opportunities as part of this program and we will publish the opening and closing dates and any other relevant information on [business.gov.au](https://business.gov.au) and [GrantConnect](#).

We administer the program according to the [Commonwealth Grants Rules and Guidelines](#) (CGRGs)<sup>1</sup>.

### 3. Grant amount and grant period

#### 3.1. Grants available

The Australian Government has announced a total of \$600 million over 3 years for the program. For Round 1, \$300 million is available over 3 years.

- The minimum grant amount is \$500,000.
- The maximum grant amount is \$15 million.

You are required to contribute towards the project. Co-funding requirements are:

Co-funding group	Project circumstance	Total Commonwealth Government funding towards eligible project costs
Group 1	<p>Projects run by First Nations Community Controlled Organisations.(as defined in Section 14)</p> <p>or</p> <p>Projects located in 'very remote' locations per the Australian Bureau of Statistics' Remoteness Structure as detailed in the mapping tool [insert hyperlink]</p> <p>or</p> <p>Projects located in areas impacted by natural disaster from 1 May 2022 onwards as defined in <a href="#">Australian disasters</a> (<a href="#">disasterassist.gov.au</a>) where the specific project site was directly impacted by the disaster.</p>	Up to 90 per cent of eligible project costs
Group 2	<p>Projects located in 'remote' locations per the Australian Bureau of Statistics' Remoteness Structure as detailed in the mapping tool [insert hyperlink]</p> <p>or</p> <p>Projects run by the following 'low rate based' councils, determined using the ratio of Financial Assistance Grant to Net Rate Income:</p> <p>Yarrabah Aboriginal Shire Council</p> <p>Cherbourg Aboriginal Shire Council</p> <p>Shire of Woodanilling</p> <p>District Council of Orroroo Carrieton</p>	Up to 70 per cent of eligible project costs

<sup>1</sup> <https://www.finance.gov.au/government/commonwealth-grants/commonwealth-grants-rules-guidelines>

	Shire of Tammin District Council of Peterborough Shire of Wyalkatchem Shire of Wickepin Shire of Dowerin District Council of Karoonda East Murray Shire of Kellerberrin Hay Shire Council Coolamon Shire Council Lockhart Shire Council Balranald Shire Council Weddin Shire Council Murrumbidgee Council Tenterfield Shire Council Narrandera Shire Council Wentworth Shire Council Bland Shire Council Lachlan Council.	
Group 3	All remaining projects.	Up to 50 per cent of eligible project costs

You are responsible for the remaining eligible and ineligible project costs.

Contributions to your project must be cash.

Other funding can come from any source including state, territory and local government grants.

You cannot use funding from other Commonwealth grants to fund the balance of project expenditure not covered by a grant under the Growing Regions Program.

### 3.2. Project period

You must complete your project by 31 December 2025. We may approve extensions provided you complete your project by the program end date.

## 4. Eligibility criteria

We cannot consider your application if you do not satisfy all eligibility criteria.

### 4.1. Who is eligible to apply for a grant?

To be eligible you must:

- be a not-for-profit organisation with a current Australian Charities and Not-for-profits Commission's (ACNC) registration or Office of the Registrar of Indigenous Organisations (ORIC) registration

or

- be a local government agency or body

and

- have an Australian Business Number (ABN), or ORIC registration
- deliver the project in an eligible location
- commence the project no later than 15 May 2024
- own the land/infrastructure being upgraded or built upon, or have the landowner's permission to use the land/infrastructure.

and be one of the following entities:

- an Australian company incorporated under the Corporations Act 2001
- a co-operative
- an incorporated association
- Indigenous Corporation / an Aboriginal and Torres Strait Islander Corporation registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth)
- Local Government<sup>2</sup> / an Australian local government agency or body as defined in section 14

For the purposes of the program, we also consider the following organisations to be local government bodies:

Organisation legal name	ABN
Anangu Pitjantjatjara Yankunytjatjara	77 261 612 162
Maralinga Tjarutja	90 178 229 972
Gerard Community Council Aboriginal Corporation	99 725 510 595
Nipapanha Community Aboriginal Corporation	97 841 764 643
Yalata Community Council Incorporated	93 356 134 967
Cocos (Keeling) Islands Shire Council	12 325 522 841
Lord Howe Island Board	33 280 968 043
Norfolk Island Regional Council	60 103 855 713
Outback Communities Authority	46 594 368 490
Shire of Christmas Island	94 494 925 146
Silverton Village Committee Incorporated	94 820 037 891
Tibooburra Village Committee Incorporated	58 160 430 241

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<sup>2</sup> Local Government is an entity established under state or territory local government legislation, for the purposes of governing local areas within state or territory. In the states, they are generally referred to as local councils.

If you are applying as a Trustee on behalf of a Trust<sup>3</sup>, the Trustee must have an eligible entity type as listed above.

Joint applications are acceptable, provided you have a lead organisation who is the main driver of the project and is eligible to apply. For further information on joint applications, refer to section 7.4.

## 4.2. Additional eligibility requirements

We can only accept applications where you provide:

- evidence of a cash contribution from another source (for example state government), the source must provide you with formal documentation confirming the cash contribution so you can attach it to your application (see section 7.3)
- evidence to support the request for co-funding where the Commonwealth is funding 70 per cent to 90 per cent
- evidence to demonstrate eligibility of your entity type
- recent quotes for major costs as part of your EOI and your full application (if invited to apply)
- evidence that you either own the land/infrastructure being built/upgraded upon, or that you have the landowner's permission to use the land/infrastructure

We cannot waive the eligibility criteria under any circumstances.

## 4.3. Who is not eligible to apply for a grant?

You are not eligible to apply if you are:

- an organisation, or your project partner is an organisation, included on the National Redress Scheme's website on the list of 'Institutions that have not joined or signified their intent to join the Scheme'
- an employer of 100 or more employees that has not complied with the Workplace Gender Equality Act (2012)
- an individual
- a partnership
- a Regional Development Australia Committee
- an unincorporated association
- any organisation not included in section 4.1
- a trust (however, an incorporated trustee may apply on behalf of a trust)
- a Commonwealth, state or territory government body
- a non-corporate Commonwealth entity
- a non-corporate State or Territory Entity
- a non-corporate State or Territory Statutory Authority
- an international entity
- sole trader

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<sup>3</sup> Trusts are not legal entities in their own right – to be eligible, only the Trustee for the Trust can apply by providing the signed Trust Deed and any subsequent variations with the application form. Trustees must be an eligible entity type as stated in section 4.1. Both the Trust's and Trustee's details will be collected in the application form.

- a for-profit organisation
- university, technical college, school, hospital or aged care
- resort management board
- in an ineligible location as detailed in section 5.2.

## 5. What the grant money can be used for

### 5.1. Eligible grant activities

To be eligible your project must:

- be aimed at constructing new community infrastructure or expanding or upgrading existing infrastructure for wider community benefit
- not have commenced construction
- not have received Commonwealth funding to undertake the same grant activities
- have a minimum eligible expenditure of at least \$555,556 (group 1), \$714,286 (group 2) or \$1,000,000 (group 3) depending on co-funding requirements as outlined in section 3.1.

Eligible activities must directly relate to the project and must include at least one of the following:

- constructing new community infrastructure
- expanding or upgrading existing infrastructure for wider community benefit

Examples of these activities include but not limited to:

- community hubs and centres (youth centres, men's sheds)
- art galleries/libraries/museums/cultural facilities
- aquatic/sports centres
- social and community infrastructure which encourages economic and social liveability

All activities must be strategically aligned to regional priorities and benefit the wider community.

This will need to be addressed through the assessment criteria.

We may also approve other activities.

### 5.2. Eligible locations

Your project must be delivered in an eligible location. All eligible locations must be outside of the Greater Capital City Statistical Areas (GCCSA) as defined by the Australian Bureau of Statistics.

Use the [mapping tool](#) to determine eligibility of your project location.

#### 5.2.1. Ineligible locations

The following are ineligible locations:

- Statistical Area Level 4 - Greater Sydney
- Statistical Area Level 4 - Greater Melbourne
- Statistical Area Level 4 - Greater Perth
- Statistical Area Level 4 - Greater Adelaide
- Statistical Area Level 4 - Greater Brisbane
- Statistical Area Level 4 - Greater Darwin
- Statistical Area Level 4 - Greater Hobart

- All of ACT.

### 5.3. Eligible expenditure

You can only spend the grant on eligible expenditure you have incurred on an agreed project as defined in your grant agreement.

- For guidance on eligible expenditure, refer to appendix A
- For guidance on ineligible expenditure, refer to appendix B.

We may update the guidance on eligible and ineligible expenditure from time to time. If your application is successful, the version in place when you submitted your application applies to your project.

Not all expenditure on your project may be eligible for grant funding. The program delegate (who is a manager within the department with responsibility for administering the program) makes the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.

To be eligible, expenditure must:

- be a direct cost of the project
- be incurred by you for required project audit activities.

You must incur the project expenditure between the project start and end date for it to be eligible unless stated otherwise. You must not commence your project until you execute a grant agreement with the Commonwealth.

## 6. The assessment criteria

### 6.1. Stage one - Expression of Interest

You must address all assessment criteria in your application.

The application form asks questions that relate to the assessment criterion below. The amount of detail and supporting evidence you provide in your application should be relative to the project size, complexity and grant amount requested. You should provide evidence to support your answers. The application form displays character limits for each response.

Projects which are assessed as meeting all eligibility requirements will be considered by the multi-party Parliamentary panel. The panel will consider and score your application against how strongly it aligns with the regional priorities of your area as per the matrix at Appendix C, using your response against criterion 2.

### 6.2. Assessment criterion 1 – EOI

**To what extent is your project ready to proceed and how does it align to the program objectives (non-weighted)?**

You should demonstrate this through identifying:

- how advanced the project designs are
- how far you have progressed the tender process
- the extent to which your project fills an identified gap or need for community infrastructure
- the extent to which your project will contribute to achieving a wide range of community socio-economic outcomes.

### 6.3. Assessment criterion 2 - EOI

#### **How does your project align with regional priorities for the area (5 points)?**

You should demonstrate this through identifying:

- a. which regional priorities are being addressed and how your project addresses these priorities.

Projects will be ranked and the panel will recommend applicants to be invited to submit a full application.

If invited to submit a full application, you will be asked to provide more detailed responses and evidence to support your answers as outlined in section 7.3.

### 6.4. Stage two – full application

You must address all assessment criteria in your application. We will assess your application based on the weighting given to each criterion.

The application form asks questions that relate to the assessment criteria below. The amount of detail and supporting evidence you provide in your application should be relative to the project size, complexity and grant amount requested. You should provide evidence to support your answers. The application form displays character limits for each response.

We will only award funding applications that score at least 60 per cent against each assessment criterion.

### 6.5. Assessment criterion 1 – full application

#### **Contribution to economic opportunity and social and community inclusion (40 points)**

Economic opportunities for a region may include increases in economic activity, improvements in productivity, wider access to markets or fairer and more equitable economic outcomes. Social and community inclusion may cover improving community connections and providing opportunities for learning and knowledge creation.

You should demonstrate this through identifying:

- a. the extent to which your project meets the needs of the community
- b. the economic benefits that your project will deliver for the community and/or region during and beyond the term of funding
- c. the social benefits that your project will deliver for the community and/or region during and beyond the term of funding.

Examples of how your project could deliver social and economic benefits may include but is not limited to:

- increasing Indigenous economic participation, including Indigenous employment and supplier-use outcomes.
- increasing access to community services and infrastructure
- supporting or protecting local heritage and culture
- increasing community volunteering
- the use of local suppliers and goods, especially those that employ the use of sustainable work practices/goods

- increasing the number or value of jobs, new businesses or the production of goods and services in the region (this includes direct and indirect opportunities created through the project)
- meeting the needs of culturally and linguistically diverse socio-economic and cultural groups, such as First Nations people.

## 6.6. Assessment criterion 2 – full application

### **Alignment with broader Government and regional strategic priorities (20 points).**

You should demonstrate this through identifying:

- a. the extent to which your proposal aligns with social, economic and environmental priorities in your region, including alignment with any local, regional, state or federal plans or policies
- b. the extent to which your proposal contributes to broader Government priorities such as net zero emissions, gender equity, and/or First Nations priorities
- c. how your proposal has considered environmental impacts and any potential role of environmentally sustainable design, including nature-based solutions and circular economy principles
- d. the extent of community support for the project, including outcomes from any consultation undertaken with the local community, such as First Nations groups and diverse socio-economic and cultural groups.

The evidence you provide to support this may include, but is not limited to:

- alignment with your Regional Development Australia (RDA) regional plan, if applicable<sup>4</sup>, your local government regional plan, or Regional Australia Institute research
- letters of support from your RDA committee, local government organisation and/or community groups for your project
- modelling of environmental impacts and/or mitigation.

## 6.7. Assessment criterion 3 – full application

### **Capacity, capability and resources to deliver and sustain the project (40 points).**

You should demonstrate this through identifying:

- a. your track record managing similar projects and access to personnel and/or partners with the right skills and experience
- b. sound project planning to manage and monitor the project, which addresses scope, implementation methodology, timeframes, budget, community consultation, and risk management
- c. how you will operate and maintain the infrastructure and benefits of the project into the future
- d. your readiness to commence the project, including access. You should describe the steps you have taken to get your project investment ready including:
  - required regulatory and/or development approvals
  - project designs and costings

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<sup>4</sup> Plans may be accessed by locating your local RDA through [My RDA | Regional Development Australia](#)

- authority from the land or infrastructure owner to undertake the project at the nominated site(s)
- funding contributions from all sources.

The evidence you provide to support this must include, but is not limited to:

- a clear business case for the proposal, including project plans, budget and relevant approvals, timelines and procurement processes
- a cost benefit analysis commensurate to size and scale of project
- a risk management plan, which identifies risks and mitigations.

## 7. How to apply

Before applying you should read and understand these guidelines, the sample [application forms](#) and the sample [grant agreement](#) published on business.gov.au and GrantConnect.

Applicants should read all eligibility and assessment criteria closely and attach detailed evidence that supports the assessment criteria.

You will need to set up an account to access our online [portal](#). You can only submit an application during a funding round.

### 7.1. Stage one – Expression of Interest (EOI)

To apply, you must:

- complete and submit the Stage one - Expression of Interest (EOI) application through the online portal
- provide all the information requested
- address all eligibility and assessment criteria
- include all necessary attachments.

### 7.2. Stage two – full application

If you are invited to submit a full application you must:

- complete and submit the Stage two – full application through the online [portal](#)
- address all eligibility and assessment criteria
- include all necessary attachments and information requested.

You are responsible for making sure your application is complete and accurate. Giving false or misleading information is a serious offence under the [Criminal Code Act 1995](#). If we consider that you have provided false or misleading information we may not progress your application. If you find an error in your application after submitting it, you should call us immediately on 13 28 46.

After submitting your application, we can contact you for clarification if we find an error or any missing information, including evidence that supports your eligibility/merit. The acceptance of any additional information provided after the submission of your application is at the discretion of the program delegate. Additional information should not materially change your application at the time it was submitted and therefore may be refused if deemed to be purely supplementary.

You can view and print a copy of your submitted application on the portal for your own records.

If you need further guidance around the application process, or if you have any issues with the portal, [contact us](#) at business.gov.au or by calling 13 28 46.

### 7.3. Attachments to the application

You must provide the following documents with your application:

#### 7.3.1. Stage one – EOI

- evidence to support a request for co-funding group (including how your site was impacted by the disaster, if required) (if applicable)
- evidence that you either own the land/infrastructure being built/upgraded upon, or that you have the landowner's permission to use the land/infrastructure
- evidence of a cash contribution from any source (for example state government), the source must provide you with formal documentation confirming the cash contribution so you can attach it to your application
- project budget
- evidence of alignment to local and regional priorities
- evidence that the project is ready to commence including approved development applications, project designs and timelines
- trust deed (where applicable).

You must attach supporting documentation to the application form in line with the instructions provided within the form. You should only attach requested documents. The total of all attachments cannot exceed 20MB. We will not consider information in attachments that we do not request.

#### 7.3.2. Stage two – full application

- a business case which must include: the budget, the project risk management plans and cost benefit analysis
- attach detailed evidence that supports assessment criteria responses as detailed in section 6 (where applicable)
- recent quotes for major costs as part of your application
- accountant declaration
- evidence of funding strategy, e.g. financial statements, loan agreements, cash flow documents
- a letter of support from each project partner (see 7.4).

You must attach supporting documentation to the application form in line with the instructions provided within the form. You should only attach requested documents. The total of all attachments cannot exceed 20MB. We will not consider information in attachments that we do not request.

### 7.4. Joint (consortia) applications

We recognise that some organisations may want to join together as a group to deliver a project. In these circumstances, you must appoint a lead organisation. Only the lead organisation can submit the application form and enter into the grant agreement with the Commonwealth. The application must identify all other members of the proposed group and include a letter of support from each of the project partners. Each letter of support should include:

- details of the project partner
- an overview of how the project partner will work with the lead organisation and any other project partners in the group to successfully complete the project
- an outline of the relevant experience and/or expertise the project partner will bring to the group

- the roles/responsibilities the project partner will undertake, and the resources it will contribute (if any)
- details of a nominated management level contact officer.

You must have a formal arrangement in place with all parties prior to execution of the grant agreement.

## 7.5. Timing of grant opportunity processes

You can only submit an application between the published opening and closing dates. We will only accept a late application where an applicant has experienced exceptional circumstances that prevent the submission of the application. Broadly, exceptional circumstances are events characterised by one or more of the following:

- reasonably unforeseeable
- beyond the applicant's control
- unable to be managed or resolved within the application period.

Exceptional circumstances will be considered on their merits and in accordance with probity principles.

For advice on how to submit late applications [contact us](#) at business.gov.au or by calling 13 28 46.

If you are successful, you must commence your project no later than 15 May 2024.

Table 1: Expected timing for this grant opportunity

Activity	Indicative timeframe
Assessment of EOI applications	6 weeks
Panel assessment of EOI applications	4 weeks
Approval of EOI applications	2 weeks
Open for full applications	1 November 2023
Assessment of stage two applications	6 weeks
Approval and announcement of successful applicants	2 weeks
Negotiations and award of grant agreements	5 weeks
Latest start date of project	15 May 2024
Project completion date	31 December 2025
End date of grant commitment	30 June 2026

## 7.6. Questions during the application process

If you have any questions during the application period, [contact us](#) at business.gov.au or by calling 13 28 46.

## 8. The grant selection process

### 8.1. Assessment of grant applications – Expression of Interest (stage one)

We first review your EOI against the eligibility criteria. Only eligible applications will proceed to the assessment stage.

If eligible, we will analyse your response to assessment criterion 1 – EOI to understand how your project aligns with the program objectives and how ready it is to proceed. We will provide our analysis of this information to the panel.

The panel will assess your EOI based on how strongly your project aligns with the regional priorities for the area (assessment criterion 2 – EOI). The panel will recommend projects to be invited to apply. DITRDCA approves which EOIs will proceed to a full application.

If your EOI is successful you will be invited to submit a full application.

### 8.2. Assessment of grant applications – Full application (stage two)

We consider your application on its merits, based on:

- how well it meets the criteria
- how it compares to other applications
- geographical spread
- whether it provides value with relevant money.

When assessing the extent to which the application represents value with relevant money, we will have regard to:

- the overall objectives of the grant opportunity
- the evidence provided to demonstrate how your project contributes to meeting those objectives
- the relative value of the grant sought
- extent to which the geographic location of the application matches identified priorities
- extent to which the evidence in the application demonstrates that it will contribute to meeting the outcomes/objectives of the Growing Regions Program grant opportunity
- risks, financial, fraud and other, that the applicant or project poses for the department
- risks that the applicant or project poses for the Commonwealth

If applications are scored the same, DITRDCA will consider value for money, alignment to the program objectives and geographical spread to recommend applications for funding.

### 8.3. Who will assess applications?

We will assess all EOIs against the eligibility criteria. We then refer all eligible EOIs to the multi-party Parliamentary panel (the panel), together with our analysis of how your project aligns with the program objectives, and how ready it is to proceed using assessment criterion 1 – EOI.

The panel will assess your EOI application against assessment criterion 2 - EOI (in line with the assessment matrix at Appendix C) and compare it to other eligible applications before recommending which projects will be invited to submit a full application. The panel will be required to perform their duties in accordance with the CGRGs.

We will assess all full applications against the selection criteria. DITRDCA will then make recommendations to the decision maker.

## 8.4. Who will approve grants?

The DITRDCA approves which EOIs (stage one) will be invited to submit a full application (stage two) taking into account the recommendations of the panel.

The Minister for Infrastructure, Regional Development and Local Government (the decision maker) decides which grants to approve taking into account the results of DISRs merit assessment (stage two), DITRDCA's recommendations, and the availability of grant funds.

The Minister's decision is final in all matters, including:

- the grant approval
- the grant funding to be awarded
- any conditions attached to the offer of grant funding.

We cannot review decisions about the merits of your application.

The Minister will not approve funding if there is insufficient program funds available across relevant financial years for the program.

## 9. Notification of application outcomes

We will advise you of the outcome of your application in writing. If you are successful, we advise you of any specific conditions attached to the grant.

### 9.1. Feedback on your application

If you are unsuccessful, we will give you an opportunity to discuss the outcome with us.

## 10. Successful grant applications

### 10.1. The grant agreement

You must enter into a legally binding grant agreement with the Commonwealth. The grant agreement has general terms and conditions that cannot be changed. A sample [grant agreement](#) is available on [business.gov.au](https://business.gov.au) and GrantConnect.

We will manage the grant agreement through the online portal. This includes issuing and executing the grant agreement. Execute means both you and the Commonwealth have accepted the agreement. You must not start any Growing Regions Program activities until a grant agreement is executed. We are not responsible for any expenditure you incur and cannot make any payments until a grant agreement is executed.

The approval of your grant may have specific conditions determined by the assessment process or other considerations made by the Minister. We will identify these in the offer of grant funding.

If you enter an agreement under the Growing Regions Program you cannot receive other grants for the same activities from other Commonwealth granting programs.

The Commonwealth may recover grant funds if there is a breach of the grant agreement.

We will use a standard grant agreement.

You will have 60 days from the date of a written offer to execute this grant agreement with the Commonwealth. During this time, we will work with you to finalise details.

The offer may lapse if both parties do not sign the grant agreement within this time. Under certain circumstances, we may extend this period. We base the approval of your grant on the information

you provide in your application. We will review any required changes to these details to ensure they do not impact the project as approved by the Minister.

## 10.2. Specific legislation, policies and industry standards

You must comply with all relevant laws, regulations and Australian Government sanctions in undertaking your project. You must also comply with the specific legislation/policies/industry standards that follow. It is a condition of the grant funding that you meet these requirements. We will include these requirements in your grant agreement.

In particular, you will be required to comply with:

- State/territory legislation in relation to working with children
- Working with Vulnerable People registration
- building and construction requirements
- Workplace Gender Equality Act 2012 reporting requirements

### 10.2.1. Child safety requirements

You must comply with all relevant legislation relating to the employment or engagement of anyone working on the project that may interact with children, including all necessary working with children checks.

You must implement the [National Principles for Child Safe Organisations](#)<sup>5</sup> endorsed by the Commonwealth.

You will need to complete a risk assessment to identify the level of responsibility for children and the level of risk of harm or abuse, and put appropriate strategies in place to manage those risks. You must update this risk assessment at least annually.

You will also need to establish a training and compliance regime to ensure personnel are aware of, and comply with, the risk assessment requirements, relevant legislation including mandatory reporting requirements and the National Principles for Child Safe Organisations.

You will be required to provide an annual statement of compliance with these requirements in relation to working with children.

### 10.2.2. Building and construction requirements

Wherever the government funds building and construction activities, the following special regulatory requirements apply.

- Australian Government Building and Construction WHS Accreditation Scheme ([WHS Scheme](#))<sup>6</sup>
- *Code for the Tendering and Performance of Building Work 2016*<sup>7</sup> ([Building Code 2016](#))

These regulations are subject to the level of funding you receive as outlined below.

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<sup>5</sup> <https://www.humanrights.gov.au/our-work/childrens-rights/national-principles-child-safe-organisations>

<sup>6</sup> <http://www.fsc.gov.au/sites/fsc/needaccredited/accreditationscheme/pages/theaccreditationscheme>

<sup>7</sup> <https://www.abcc.gov.au/building-code>

#### 10.2.2.1. WHS Scheme

The WHS Scheme is administered by the [Office of the Federal Safety Commissioner](#)<sup>8</sup>.

The Scheme applies to projects that are directly or indirectly funded by the Australian Government where

- the value of the Australian Government contribution to the project is at least \$6 million and represents at least 50 per cent of the total construction project value; or
- the Australian Government contribution to a project is \$10 million (GST inclusive) or more, irrespective of the proportion of Australian Government funding; and
- a head contract under the project includes building work of \$4 million or more (GST Inclusive).

### 10.3. Multicultural access and equity

The Australian Government's Multicultural Access and Equity Policy obliges Australian Government agencies to ensure their policies, programs and services - including those provided by contractors and service delivery partners – are accessible to, and deliver equitable outcomes for, people from culturally and linguistically diverse (CALD) backgrounds.

Grant applicants should consider how they will ensure their services will be accessible to people from CALD backgrounds. For example, service delivery partners may require cultural competency skills. In addition, services, projects, activities or events may require the use of professional translating or interpreting services in order to communicate with clients who have limited English proficiency. Based on an assessment of the client target group, costs for translating and interpreting services should be factored into grant applications (to assist with identifying these costs, see the Translating and Interpreting Services costing tool in the grant opportunity documents).

### 10.4. How we pay the grant

The grant agreement will state the:

- maximum grant amount we will pay
- proportion of eligible expenditure covered by the grant (grant percentage)
- any financial contribution provided by you and/or a third party.

We will not exceed the maximum grant amount under any circumstances. If you incur extra costs, you must meet them yourself.

We may make an initial payment on execution of the grant agreement. We will make subsequent payments as you achieve milestones in arrears, based on your actual eligible expenditure.

Milestone payments are subject to satisfactory progress on the project.

Note that if you request an upfront initial payment, we will request additional financial information from you, to verify your organisation is unable to cover the costs associated with your project without that initial grant payment.

We set aside at least 10 per cent of the total grant funding for the final payment. We will pay this when you submit a satisfactory end of project report demonstrating you have completed outstanding obligations for the project. We may need to adjust your progress payments to align with available program funds across financial years and/or to ensure we retain a minimum 10 per cent of grant funding for the final payment.

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<sup>8</sup> <http://www.fsc.gov.au/sites/FSC>

The Program Delegate may approve alternative arrangements on a discretionary basis.

## 10.5. Grant Payments and GST

If you are registered for the Goods and Services Tax (GST), where applicable we will add GST to your grant payment and provide you with a recipient created tax invoice. You are required to notify us if your GST registration status changes during the project period. GST does not apply to grant payments to government related entities<sup>9</sup>.

Grants are assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek assistance from the [Australian Taxation Office](#). We do not provide advice on tax.

## 11. Announcement of grants

If successful, your grant will be listed on the GrantConnect website 21 calendar days after the date of effect.

We will publish non-sensitive details of successful projects on GrantConnect. We are required to do this by the [Commonwealth Grants Rules and Guidelines](#), Section 5.3. We may also publish this information on business.gov.au. This information may include:

- name of your organisation
- title of the project
- description of the project and its aims
- amount of grant funding awarded
- Australian Business Number
- business location
- your organisation's industry sector.

## 12. How we monitor your grant activity

### 12.1. Keeping us informed

You should let us know if anything is likely to affect your project or organisation.

We need to know of any key changes to your organisation or its business activities, particularly if they affect your ability to complete your project, carry on business and pay debts due.

You must also inform us of any changes to your:

- name
- addresses
- nominated contact details
- ABN
- bank account details.

If you become aware of a breach of terms and conditions under the grant agreement, you must contact us immediately.

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<sup>9</sup> See Australian Taxation Office ruling GSTR 2012/2 available at ato.gov.au

You must notify us of events relating to your project and provide an opportunity for the Minister or their representative to attend.

## 12.2. Reporting

You must submit reports in line with the grant agreement. We will provide the requirements for these reports as appendices in the grant agreement. We will remind you of your reporting obligations before a report is due. We will expect you to report on:

- progress against agreed project milestones and outcomes
- project expenditure, including expenditure of grant funds

The amount of detail you provide in your reports should be relative to the project size, complexity and grant amount.

We will monitor the progress of your project by assessing reports you submit and may conduct site visits to confirm details of your reports if necessary. Occasionally we may need to re-examine claims, seek further information or request an independent audit of claims and payments.

### 12.2.1. Progress reports

Progress reports must:

- include details of your progress towards completion of agreed project activities
- show the total eligible expenditure incurred to date
- include evidence of expenditure
- be submitted by the report due date (you can submit reports ahead of time if you have completed relevant project activities).

We will only make grant payments when we receive satisfactory progress reports.

You must discuss any project or milestone reporting delays with us as soon as you become aware of them.

### 12.2.2. Ad-hoc reports

We may ask you for ad-hoc reports on your project. This may be to provide an update on progress, or any significant delays or difficulties in completing the project.

### 12.2.3. End of project report

When you complete the project, you must submit an end of project report.

End of project reports must:

- include the agreed evidence as specified in the grant agreement
- identify the total eligible expenditure incurred for the project
- include a declaration that the grant money was spent in accordance with the grant agreement and to report on any underspends of the grant money
- be submitted by the report due date.

## 12.3. Audited financial acquittal report

We will ask you to provide an independent audit report. An audit report will verify that you spent the grant in accordance with the grant agreement. The audit report requires you to prepare a statement of grant income and expenditure. The report template is available on [business.gov.au](http://business.gov.au) and GrantConnect.

## 12.4. Grant agreement variations

We recognise that unexpected events may affect project progress. In these circumstances, you can request a variation to your grant agreement, including:

- changing project milestones
- extending the timeframe for completing the project but within the maximum time period allowed in program guidelines
- changing project activities.

The program does not allow for an increase of grant funds.

If you want to propose changes to the grant agreement, you must put them in writing before the project end date. You can submit a variation request via our online portal.

If a delay in the project causes milestone achievement and payment dates to move to a different financial year, you will need a variation to the grant agreement. We can only move funds between financial years if there is enough program funding in the relevant year to allow for the revised payment schedule. If we cannot move the funds, you may lose some grant funding.

You should not assume that a variation request will be successful. We will consider your request based on factors such as:

- how it affects the project outcome
- consistency with the program policy objective, grant opportunity guidelines and any relevant policies of the department
- changes to the timing of grant payments
- availability of program funds.

## 12.5. Compliance visits

We may visit you during the project period, or at the completion of your project to review your compliance with the grant agreement. We will provide you with reasonable notice of any compliance visit.

## 12.6. Record keeping

We may also inspect the records you are required to keep under the grant agreement.

## 12.7. Evaluation

DITRDCA will evaluate the grant program to measure how well the outcomes and objectives have been achieved. We may use information from your application and project reports for this purpose. We may also interview you, or ask you for more information to help us understand how the grant impacted you and to evaluate how effective the program was in achieving its outcomes.

We may contact you up to two years after you finish your project for more information to assist with this evaluation.

## 12.8. Acknowledgement

If you make a public statement about a project funded under the program, including in a brochure or publication, you must acknowledge the grant by using the following:

‘This project received grant funding from the Australian Government.’

If you erect signage in relation to the project, the signage must contain an acknowledgement of the grant.

## 13. Probity

We will make sure that the grant opportunity process is fair, according to the published guidelines, incorporates appropriate safeguards against fraud, unlawful activities and other inappropriate conduct and is consistent with the CGRGs.

These guidelines may be changed from time-to-time by DISR. When this happens, the revised guidelines will be published on GrantConnect.

### 13.1. Enquiries and feedback

For further information or clarification, you can contact us on 13 28 46 or by [web chat](#) or through our [online enquiry form](#) on business.gov.au.

We may publish answers to your questions on our website as Frequently Asked Questions.

Our [Customer Service Charter](#) is available at business.gov.au. We use customer satisfaction surveys to improve our business operations and service.

If you have a complaint, call us on 13 28 46. We will refer your complaint to the appropriate manager.

If you are not satisfied with the way we handle your complaint, you can contact:

General Manager  
Business Grants Hub  
Department of Industry, Science and Resources  
GPO Box 2013  
CANBERRA ACT 2601

You can also contact the [Commonwealth Ombudsman](#)<sup>10</sup> with your complaint (call 1300 362 072). There is no fee for making a complaint, and the Ombudsman may conduct an independent investigation.

### 13.2. Conflicts of interest

Any conflicts of interest could affect the performance of the grant opportunity and/or program. There may be a conflict of interest, or perceived conflict of interest, if our staff, any member of a Panel or advisor and/or you or any of your personnel:

- has a professional, commercial or personal relationship with a party who is able to influence the application selection process, such as an Australian Government officer or member of an external panel
- has a relationship with or interest in, an organisation, which is likely to interfere with or restrict the applicants from carrying out the proposed activities fairly and independently or
- has a relationship with, or interest in, an organisation from which they will receive personal gain because the organisation receives a grant under the grant program/grant opportunity.

As part of your application, we will ask you to declare any perceived or existing conflicts of interests or confirm that, to the best of your knowledge, there is no conflict of interest.

If you later identify an actual, apparent, or perceived conflict of interest, you must inform us in writing immediately.

Conflicts of interest for Australian Government staff are handled as set out in the Australian [Public Service Code of Conduct \(Section 13\(7\)\)](#) of the [Public Service Act 1999](#). Panel members and other officials including the decision maker must also declare any conflicts of interest.

We publish our [conflict of interest policy](#)<sup>11</sup> on the department's website. The Commonwealth policy entity also publishes a conflict of interest policy on its website.

### 13.3. Privacy

Unless the information you provide to us is:

- confidential information as per below, or
- personal information as per below.

we may share the information with other government agencies for a relevant Commonwealth purpose such as:

- to improve the effective administration, monitoring and evaluation of Australian Government programs
- for research
- to announce the awarding of grants.

We must treat your personal information according to the Australian Privacy Principles (APPs) and the *Privacy Act 1988* (Cth). This includes letting you know:

- what personal information we collect
- why we collect your personal information
- to whom we give your personal information.

We may give the personal information we collect from you to our employees and contractors, the Panel, and other Commonwealth employees and contractors, so we can:

- manage the program
- research, assess, monitor and analyse our programs and activities.

We, or the Minister, may:

- announce the names of successful applicants to the public
- publish personal information on the department's websites.

You may read our [Privacy Policy](#)<sup>12</sup> on the department's website for more information on:

- what is personal information
- how we collect, use, disclose and store your personal information
- how you can access and correct your personal information.

### 13.4. Confidential information

Other than information available in the public domain, you agree not to disclose to any person, other than us, any confidential information relating to the grant application and/or agreement, without our prior written approval. The obligation will not be breached where you are required by law, Parliament or a stock exchange to disclose the relevant information or where the relevant

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<sup>11</sup> [https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/conflict-of-interest-and-insider-trading-policy.pdf?acsf\\_files\\_redirect](https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/conflict-of-interest-and-insider-trading-policy.pdf?acsf_files_redirect)

<sup>12</sup> <https://www.industry.gov.au/data-and-publications/privacy-policy>

information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

We may at any time, require you to arrange for you; or your employees, agents or subcontractors to give a written undertaking relating to nondisclosure of our confidential information in a form we consider acceptable.

We will treat the information you give us as sensitive and therefore confidential if it meets all of the following conditions:

- you clearly identify the information as confidential and explain why we should treat it as confidential
- the information is commercially sensitive
- disclosing the information would cause unreasonable harm to you or someone else
- you provide the information with an understanding that it will stay confidential.

We may disclose confidential information:

- to the Panel and our Commonwealth employees and contractors, to help us manage the program effectively
- to the Auditor-General, Ombudsman or Privacy Commissioner
- to the responsible Minister or Assistant Minister
- to a House or a Committee of the Australian Parliament.

We may also disclose confidential information if

- we are required or authorised by law to disclose it
- you agree to the information being disclosed, or
- someone other than us has made the confidential information public.

### 13.5. Freedom of information

All documents in the possession of the Australian Government, including those about the program, are subject to the *Freedom of Information Act 1982* (Cth) (FOI Act).

The purpose of the FOI Act is to give members of the public rights of access to information held by the Australian Government and its entities. Under the FOI Act, members of the public can seek access to documents held by the Australian Government. This right of access is limited only by the exceptions and exemptions necessary to protect essential public interests and private and business affairs of persons in respect of whom the information relates.

If someone requests a document under the FOI Act, we will release it (though we may need to consult with you and/or other parties first) unless it meets one of the exemptions set out in the FOI Act.

## 14. Glossary

Term	Definition
administering entity	When an entity that is not responsible for the policy, is responsible for the administration of part or all of the grant administration processes.
application form	The document issued by the program delegate that applicants use to apply for funding under the program.
assessment criteria	The specified principles or standards, against which applications will be judged. These criteria are also used to assess the merits of proposals and, in the case of a competitive grant opportunity, to determine application ranking.
<a href="#"><u>Commonwealth Grants Rules and Guidelines (CGRGs)</u></a>	Establish the overarching Commonwealth grants policy framework and articulate the expectations for all non-corporate Commonwealth entities in relation to grants administration. Under this overarching framework, non-corporate Commonwealth entities undertake grants administration based on the mandatory requirements and key principles of grants administration.
completion date	The expected date that the grant activity must be completed and the grant spent by
date of effect	Can be the date on which a grant agreement is signed or a specified starting date. Where there is no grant agreement, entities must publish information on individual grants as soon as practicable.
Department	The Department of Industry, Science and Resources.
decision maker	Minister for Infrastructure, Transport, Regional Development and Local Government.
DITRDCA	The Department of Infrastructure, Transport, Regional Development, Communications and the Arts, also known as the Commonwealth policy entity for this grant program.
eligible activities	The activities undertaken by a grantee in relation to a project that are eligible for funding support as set out in section 5.1.
eligible application	An application or proposal for grant funding under the program that the program delegate has determined is eligible for assessment in accordance with these guidelines.
eligibility criteria	Refers to the mandatory criteria which must be met to qualify for a grant. Assessment criteria may apply in addition to eligibility criteria.

Term	Definition
eligible expenditure	The expenditure incurred by a grantee on a project and which is eligible for funding support as set out in Appendix A.
First Nations community controlled organisations	These organisations are an Indigenous Organisation or enterprise and have an Indigenous Corporation Number (ICN) or can declare that they are a Traditional Owner or that their organisation is at least 51 per cent owned or controlled by Indigenous persons or the Indigenous Enterprise has 50 per cent Indigenous ownership.
General Manager	Position title for Senior Executive Service level staff within DISR.
grant	For the purposes of the CGRGs, a 'grant' is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth: <ul style="list-style-type: none"> <li>a. under which relevant money<sup>13</sup> or other <a href="#">Consolidated Revenue Fund</a> (CRF) money<sup>14</sup> is to be paid to a grantee other than the Commonwealth; and</li> <li>b. which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee achieve its objectives.</li> </ul>
grant activity/activities	Refers to the project/tasks/services that the grantee is required to undertake
grant agreement	A legally binding contract that sets out the relationship between the Commonwealth and a grantee for the grant funding, and specifies the details of the grant.
grant funding or grant funds	The funding made available by the Commonwealth to grantees under the program.
grant opportunity	Refers to the specific grant round or process where a Commonwealth grant is made available to potential grantees. Grant opportunities may be open or targeted, and will reflect the relevant grant selection process.
grant program	A 'program' carries its natural meaning and is intended to cover a potentially wide range of related activities aimed at achieving government policy outcomes. A grant program is a group of one or more grant opportunities under a single DITRDCA Portfolio Budget Statement Program.

<sup>13</sup> Relevant money is defined in the PGPA Act. See section 8, Dictionary.

<sup>14</sup> Other CRF money is defined in the PGPA Act. See section 105, Rules in relation to other CRF money.

Term	Definition
<a href="#">GrantConnect</a>	The Australian Government's whole-of-government grants information system, which centralises the publication and reporting of Commonwealth grants in accordance with the CGRGs.
grantee	The individual/organisation which has been selected to receive a grant.
guidelines	Guidelines that the Minister gives to the department to provide the framework for the administration of the program, as in force from time to time.
Minister	Minister for Infrastructure, Transport, Regional Development and Local Government.
multi-party Parliamentary panel (the panel)	The multi-party Parliamentary panel established to assess and score eligible EOI's received in stage one of the application process against assessment criterion 2 – EOI. The panel will rank projects from top to bottom against the criterion, and make a recommendation to DITRDCA on who to invite to apply as part of stage 2 of the application process.
personal information	Has the same meaning as in the <i>Privacy Act 1988</i> (Cth) which is:  Information or an opinion about an identified individual, or an individual who is reasonably identifiable:  a. whether the information or opinion is true or not; and  b. whether the information or opinion is recorded in a material form or not.
program delegate	A manager within the department with responsibility for administering the program.
program funding or program funds	The funding made available by the Commonwealth for the program.
project	A project described in an application for grant funding under the program.
regional priorities	These are priorities identified in local or regional plans such as RDA plans, council plans and state plans.
selection criteria	Comprises of eligibility criteria and assessment criteria.

Term	Definition
value with money	<p>Value with money in this document refers to ‘value with relevant money’ which is a judgement based on the grant proposal representing an efficient, effective, economical and ethical use of public resources and determined from a variety of considerations.</p> <p>When administering a grant opportunity, an official should consider the relevant financial and non-financial costs and benefits of each proposal including, but not limited to:</p> <ul style="list-style-type: none"> <li>• the quality of the project proposal and activities;</li> <li>• fitness for purpose of the proposal in contributing to government objectives;</li> <li>• that the absence of a grant is likely to prevent the grantee and government’s outcomes being achieved; and</li> <li>• the potential grantee’s relevant experience and performance history.</li> </ul>

## Appendix A. Eligible expenditure

This section provides guidance on the eligibility of expenditure. We may update this guidance from time to time; check you are referring to the most current version from the [business.gov.au](https://business.gov.au) website before preparing your application.

The program delegate makes the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.

To be eligible, expenditure must:

- be incurred by you within the project period
- be a direct cost of the project
- be incurred by you to undertake required project audit activities (where applicable)
- meet the eligible expenditure guidelines.

### A.1 How we verify eligible expenditure

If your application is successful, we may ask you to verify the project budget that you provided in your application when we negotiate your grant agreement. You may need to provide evidence such as quotes for major costs.

The grant agreement will include details of the evidence you may need to provide when you achieve certain milestones in your project. This may include evidence related to eligible expenditure.

If requested, you will need to provide the agreed evidence along with your progress reports.

You must keep payment records of all eligible expenditure, and be able to explain how the costs relate to the agreed project activities. At any time, we may ask you to provide records of the expenditure you have paid. If you do not provide these records when requested, the expense may not qualify as eligible expenditure.

At the end of the project, you will be required to provide an independent financial audit of all eligible expenditure from the project.

### A.2 Materials for construction

We consider costs of acquiring materials for the construction of infrastructure as eligible expenditure. Where possible and suitable for your project, you should use locally procured and sustainable, recycled or repurposed building materials. For example applications of sustainable, recycled or repurposed building materials and to find potential suppliers see the [sustainable and recycled products](#) page on the Department of Agriculture, Water and the Environment's website.

You must list material costs as a separate item within your project budget in the application form and in the expenditure table in your progress reports.

We will not make any payments to you for any expenditure you have incurred prior to the execution of your grant agreement.

Examples of eligible material costs can include:

- building materials
- ICT cabling
- fit out of the infrastructure, such as window dressings

- fixed furniture (e.g. kitchen fit outs as part of the construction of a building)
- landscaping.

You may show expenditure on materials by providing evidence of:

- purchase price
- payments (e.g. tax invoices and receipts from suppliers confirming payment)
- commitment to pay for the materials (e.g. supplier contract, purchase order or executed lease agreement)
- receipt of materials (e.g. supplier or freight documents)
- associated costs such as freight and installation (e.g. supplier documents)
- photographs of the infrastructure on your premises.

If you claim expenditure for materials, we limit this to:

- the costs of materials
- freight costs.

### A.3 Hired/leased plant

You may lease plant and equipment to support your project, and where possible, you should use local suppliers.

You must calculate eligible expenditure for hired, rented, or leased plant by the number of payment periods where you use the plant for the project multiplied by the period hiring fee. If you purchase plant under a hire purchase agreement, or you use a lease to finance the purchase of the plant, the cost of the item of plant, excluding interest, is capitalised, and then depreciated.

Running costs for hired or leased plant are eligible expenditure but you must be able to verify them. They may include items such as rent, light and power, and repairs and maintenance.

### A.4 Contract expenditure

Eligible contract expenditure is the cost of work undertaken on any agreed eligible project activities that you contract others to do. This can include contracting:

- another organisation
- an individual who is not an employee, but engaged under a separate contract.

This does not include existing employees that you pay a salary or a wage.

Where possible, you should engage local contractor/operators. All contractors must have a written contract prior to starting any project work—for example, a formal agreement, letter or purchase order which specifies:

- the nature of the work they perform
- the applicable fees, charges and other costs payable.

Invoices from contractors must contain:

- a detailed description of the nature of the work
- the hours and hourly rates involved
- any specific plant expenses paid.

Invoices must directly relate to the agreed project, and the work must qualify as an eligible expense. The costs must also be reasonable and appropriate for the activities performed.

We will require evidence of contractor expenditure that may include:

- an exchange of letters (including email) setting out the terms and conditions of the proposed contract work
- purchase orders
- supply agreements
- invoices and payment documents.

You must ensure all project contractors keep a record of the costs of their work on the project. We may require you to provide a contractor's records of their costs of doing project work. If you cannot provide these records, the relevant contract expense may not qualify as eligible expenditure.

### A.5 External labour hire and external consulting expenditure

Eligible external labour and external consulting expenditure for the grant covers the cost of contracting others on the core elements of the project related to construction. Where possible, you should engage local labour and services.

Eligible external labour hire and external consulting expenditure may include:

- Architect services
- Design services
- Project management
- Quantity surveying
- Building services.

Costs for pre-construction activities including architect services, design, surveying, planning, environmental or other regulatory approvals (A.5 and A.6), are limited to 20 per cent of the total amount of eligible project expenditure claimed. These costs are only eligible if the activities occur during the project period as defined in your grant agreement.

### A.6 Other eligible expenditure

Other eligible expenditure for the project may include:

- financial auditing of project expenditure
- costs you incur in order to obtain planning, environmental or other regulatory approvals during the project period. However, associated fees paid to the Commonwealth, state, territory and local governments are not eligible

Other specific expenditures may be eligible as determined by the Program Delegate in accordance with the CGRGs and Government practice.

Evidence you need to supply can include but is not limited to supplier contracts, purchase orders, invoices and supplier confirmation of payments.

## Appendix B. Ineligible expenditure

This section provides guidance on what we consider ineligible expenditure. We may update this guidance from time to time; check you are referring to the most current version from the [business.gov.au](http://business.gov.au) website before preparing your application.

The program delegate may impose limitations or exclude expenditure, or further include some ineligible expenditure listed in these guidelines in a grant agreement or otherwise by notice to you.

Examples of ineligible expenditure include:

- purchase of land or existing infrastructure, including the costs associated with sub-division of land
- repair or replacement of existing infrastructure where there is no demonstrated significant increase in benefit
- costs associated with existing staff of your organisation including wages or employee on-costs such as superannuation, holiday loading, overheads, and consumables such as paper, printer cartridges, office supplies, brochures and other marketing materials, kitchen supplies or food and beverages or catering, unless an exemption is sought and approved in the case of very remote locations
- retrospective costs
- temporary relocation costs
- ongoing upgrades, updates and maintenance of existing ICT systems, the cost of ongoing subscription-based software, and IT support memberships and warranties for purchases
- domestic or overseas travel
- funding to develop or deliver ongoing training or educational courses
- funding to undertake studies, including feasibility studies or investigations
- funding for the development of private or commercial ventures
- funding to purchase items that will not remain the property of the organisation including items to be given away
- activities for which other Commonwealth, state, territory or local government bodies have primary responsibility
- purchase and installation of manufacturing equipment
- subsidy of general ongoing administration of an organisation such as electricity, phone and rent
- payment of salaries for the applicant's employees
- project overhead items including office equipment, vehicles or mobile capital equipment. Examples include trucks and earthmoving equipment and the applicant's internal plant operating costs
- costs incurred in the preparation of a grant application or related documentation for example business case development and feasibility studies
- costs related to registered training organisation training activities
- routine operational expenses, including communications, accommodation, printing and stationery, postage, legal and accounting fees and bank charges
- making donations, gifts and sponsorships

- pre-construction activities, including architect services, design, surveying, planning, environmental or other regulatory approvals (A.5 and A.6), that exceed 20 per cent of the total eligible project expenditure
- costs incurred prior to the execution of a grant agreement
- fees paid to the Commonwealth, state, territory and local governments to obtain planning, environmental or other regulatory approvals.

Additional examples of ineligible expenditure specific to investment ready projects include:

- purchase of unfixed furniture, such as desks and fridges
- ICT equipment, including software or hardware that is not an integral part of the funded infrastructure project
- office computing facilities.

This list is not exhaustive and applies only to the expenditure on the agreed project. Other costs may be ineligible where the Program Delegate determines they do not directly support the achievement of the planned outcomes for the project or, they are contrary to the objectives of the program.

You must ensure you have adequate funds to meet the costs of any ineligible expenditure associated with the project.

Appendix C. Panel scoring matrix

Score 1-5	1 Unable to determine alignment with regional priority	2 Weak alignment with regional priority	3 Marginal alignment with regional priority	4 Strong alignment with regional priority	5 Very strong alignment with regional priority
How strongly does the project align with the regional priorities?	No information on the project's alignment with regional priorities provided.	Regional priorities identified are vague and not well linked to the project.	The proposed project aligns with the identified regional priorities but only at a high level.	The proposed project specifically and reasonably aligns with regional priorities.	The proposed project specifically and clearly aligns with regional priorities, and priorities are clearly defined.

# Spendmapp Monthly Report

## Local Government Area: Horsham Rural City Council

Spendmapp cleans and analyses bank transaction data by time, geography, Expenditure Category and Type allowing continuous monitoring and analysis of local economic activity.

For the month of April 2023:

- Resident Local Spend was \$22.6M. This is a 2.0% increase from the same time last year.
- Visitor Local Spend was \$12.9M. This is a 1.68% increase from the same time last year.
- Total Local Spend was \$35.5M. This is a 1.89% increase from the same time last year.
- Resident Escape Spend was \$9.7M. This is a 6.32% increase from the same time last year.
- Resident Online Spend was \$11.5M. This is a 6.69% increase from the same time last year.

The 6.69 % increase in Resident Online Spend reflects the growing national trend towards online sales. This emphasises the need for a strategy to support local traders in enhancing their online presence.

### Expenditure by Expenditure Type

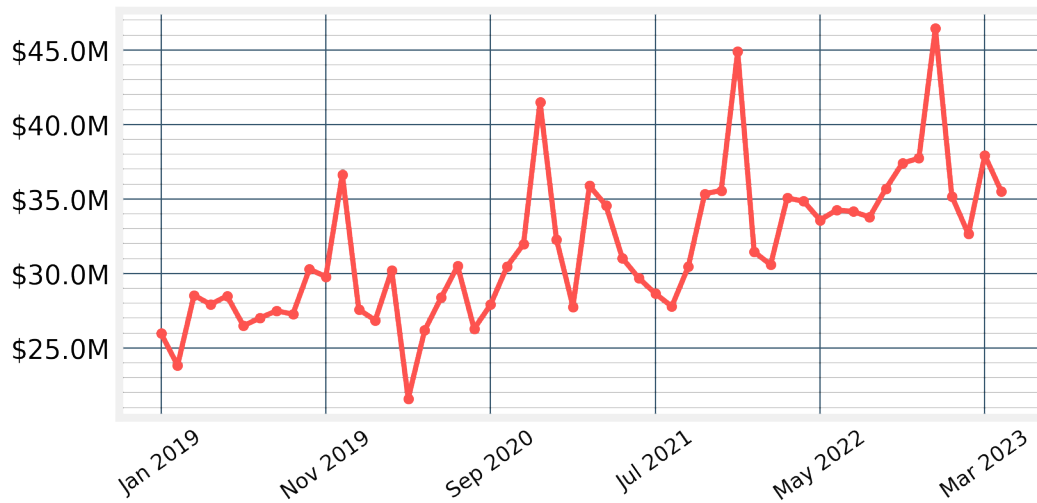
These expenditure charts show the long-term pattern of expenditure activity by Expenditure Type across the Horsham Rural City Council LGA. Typically, we see spending spikes at Easter and Christmas; dips in the post-Christmas period; and a steady climb through winter.

By way of a benchmark, the mean ratio of Resident Online Spend to all resident spending is 0.22. That is, for every dollar spent by resident cardholders anywhere, 22c goes online. Another 34c is in Escape Expenditure and the rest is spent locally.

Over the last few years across most of Australia, total expenditure has been relatively flat, even in fast growing municipalities. The exception to this has often been in Resident Online Spend, which continues to grow relative to Total Local Spend.

## Total Local Spend

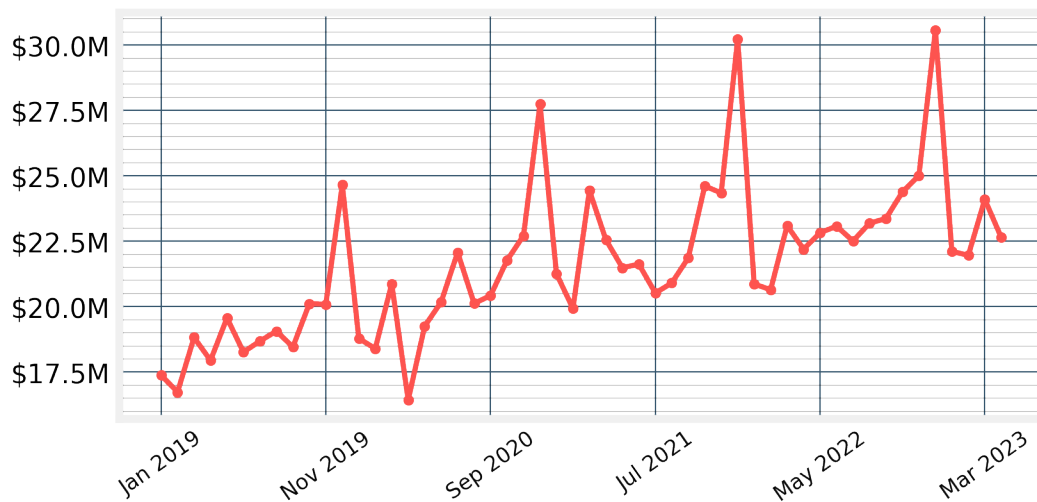
The total amount spent with merchants within the Horsham Rural City Council LGA.



Over the last 52 months, the spending trend (as shown by the trendline in the Spendmapp app) for Total Local Spend has been upwards.

## Resident Local Spend

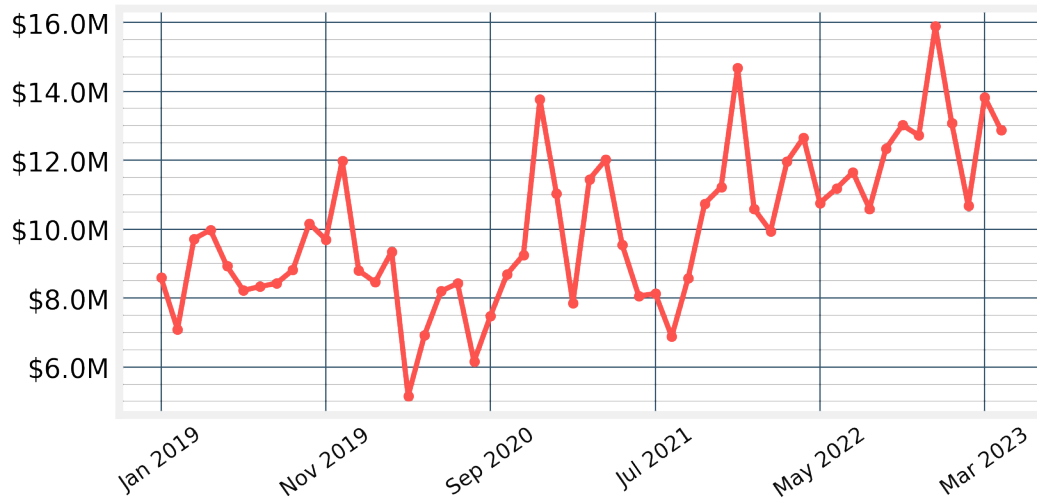
The amount spent by residents and local businesses with merchants inside the Horsham Rural City Council LGA.



Over the last 52 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Local Spend has been upwards.

## Visitor Local Spend

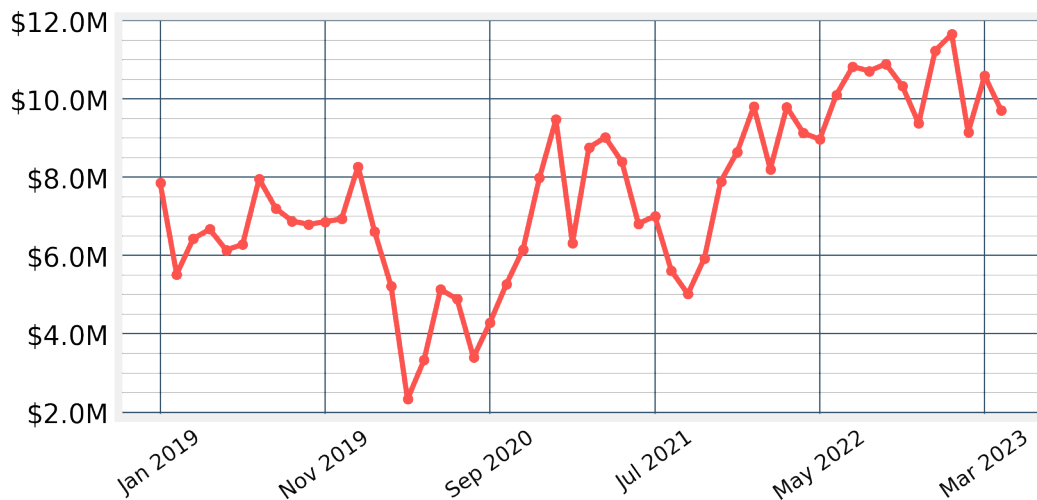
The amount spent by non-residents and non-local businesses with merchants inside the Horsham Rural City Council LGA.



Over the last 52 months, the spending trend (as shown by the trendline in the Spendmapp app) for Visitor Local Spend has been upwards.

## Resident Escape Spend

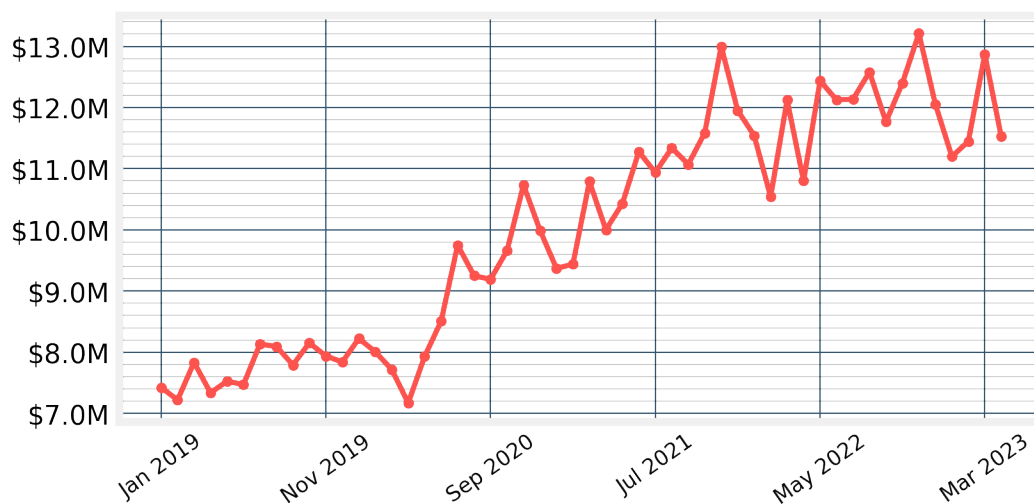
The amount spent by residents and local businesses outside the Horsham Rural City Council LGA.



Over the last 52 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Escape Spend has been upwards.

## Resident Online Spend

The amount spent by Horsham Rural City Council LGA residents and local businesses with online merchants.

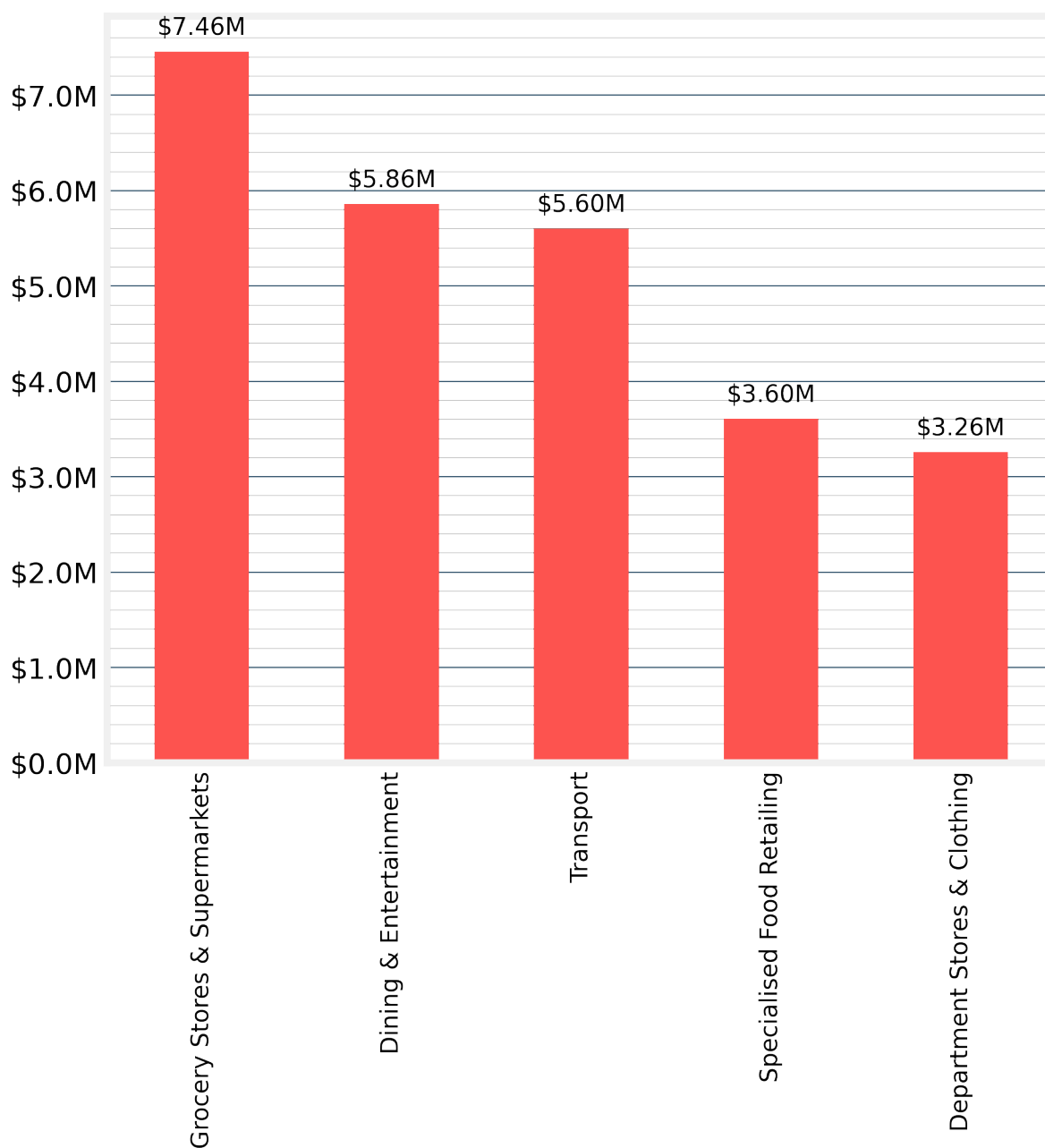


Over the last 52 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Online Spend has been upwards.

## Expenditure by Expenditure Category

### The Top 5 Spending Categories for April 2023

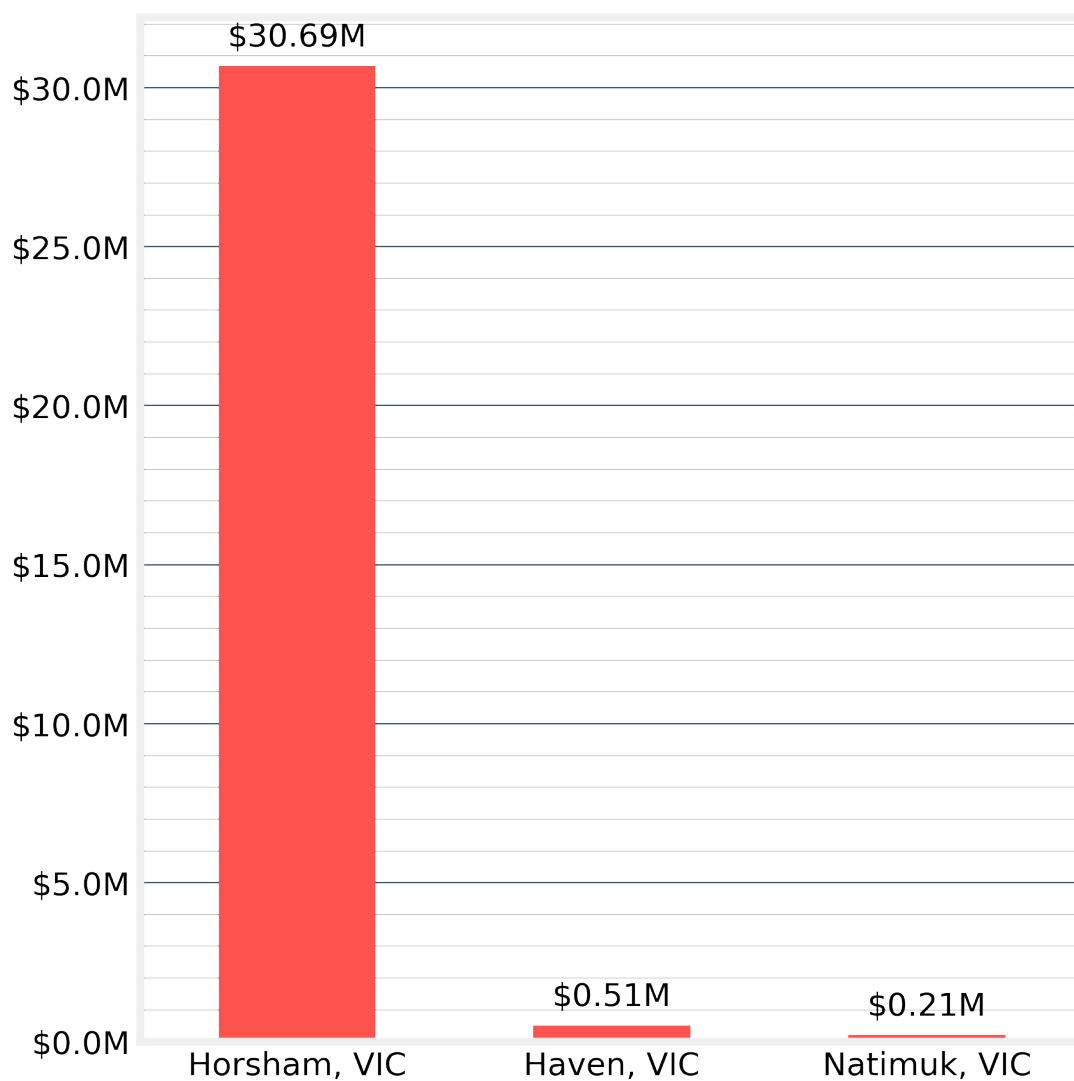
Total Local Spend split by the top 5 Expenditure Categories.



## Spend by Origin and Destination

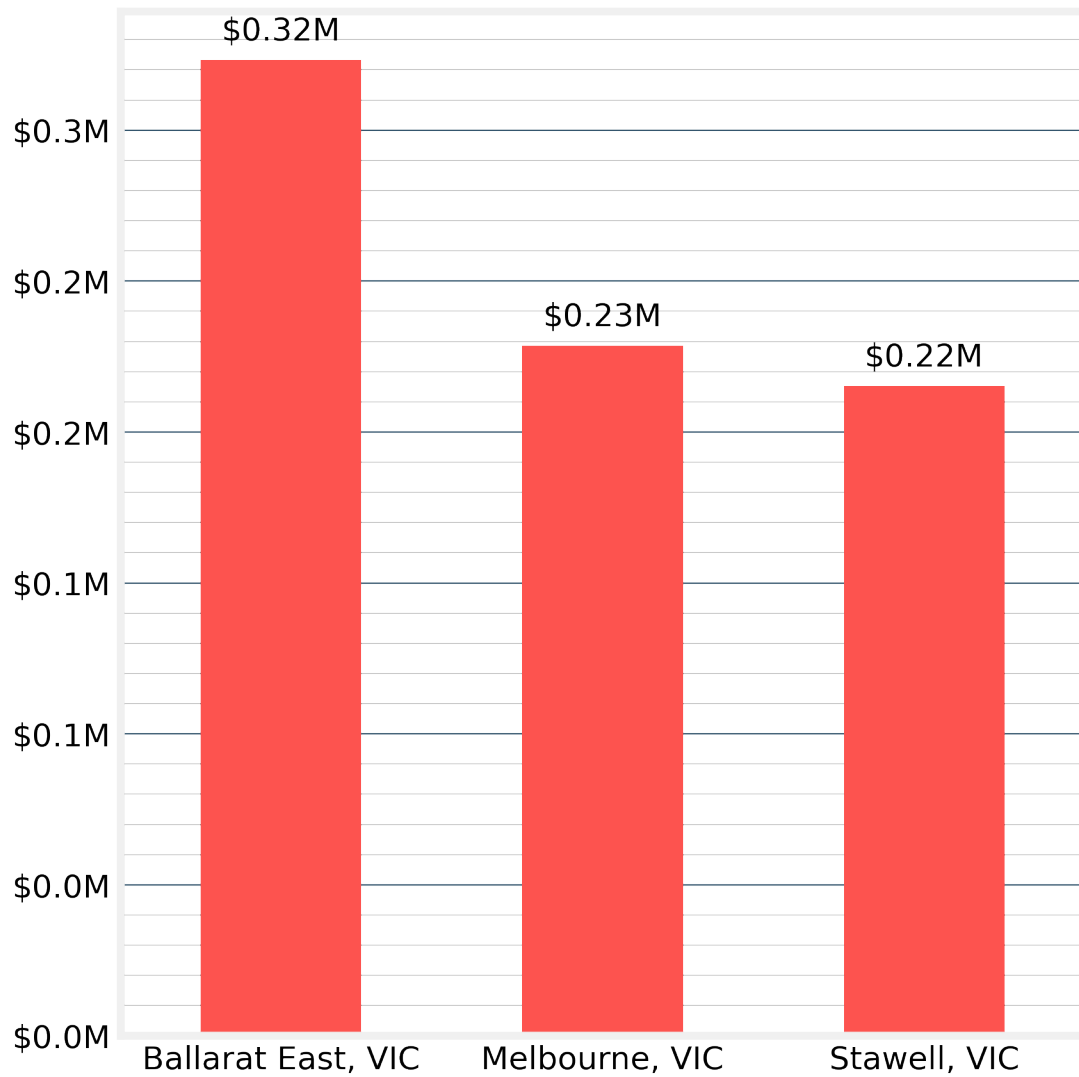
### The Top 3 Suburbs by Total Local Spend for April 2023

Total Local Spend by Suburbs of destination (i.e. where the spending occurs)



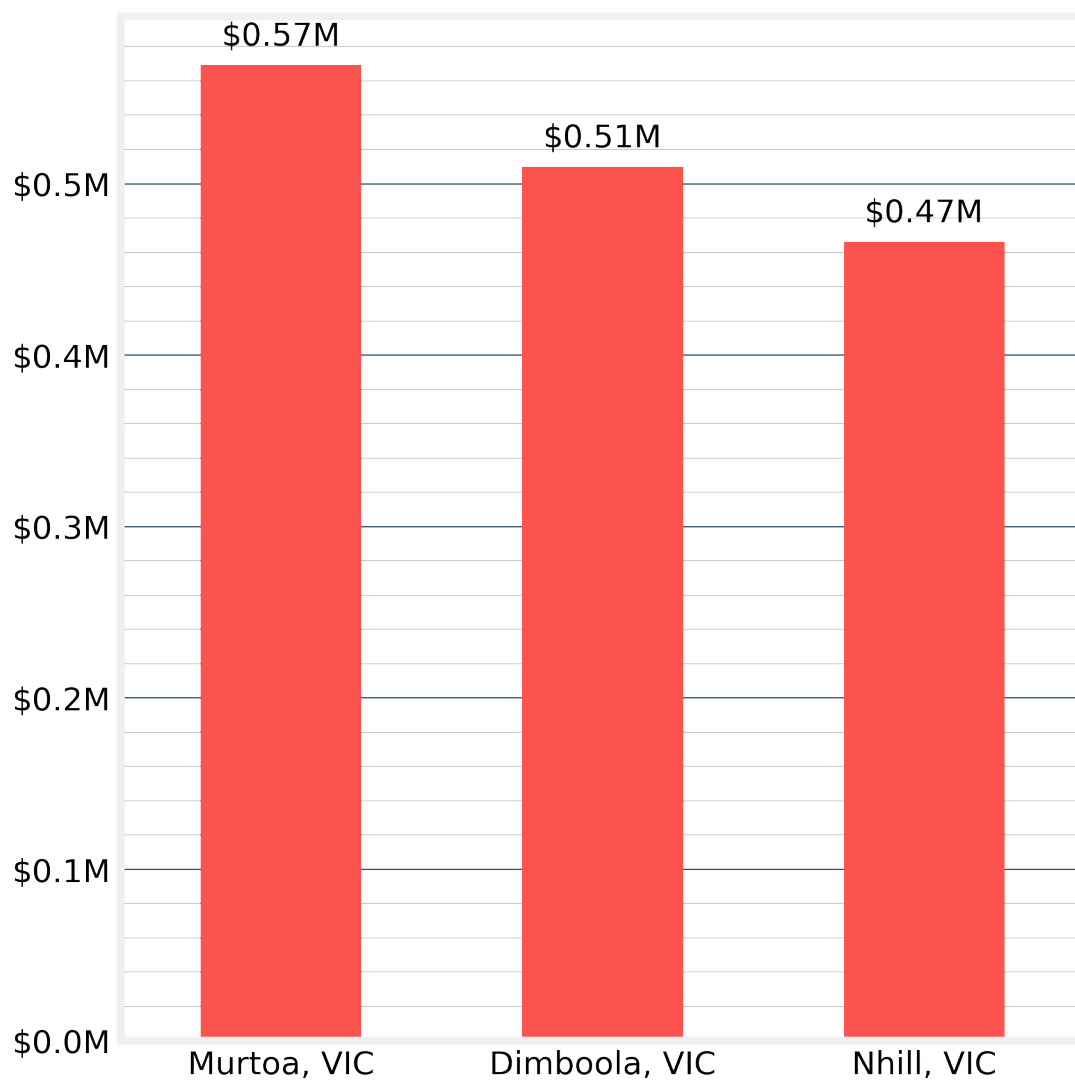
## The Top 3 Suburbs by Resident Escape Spend for April 2023

Resident Escape Spend by destination Suburbs (i.e. where the spending goes to).



## The Top 3 Suburbs by Visitor Local Spend for April 2023

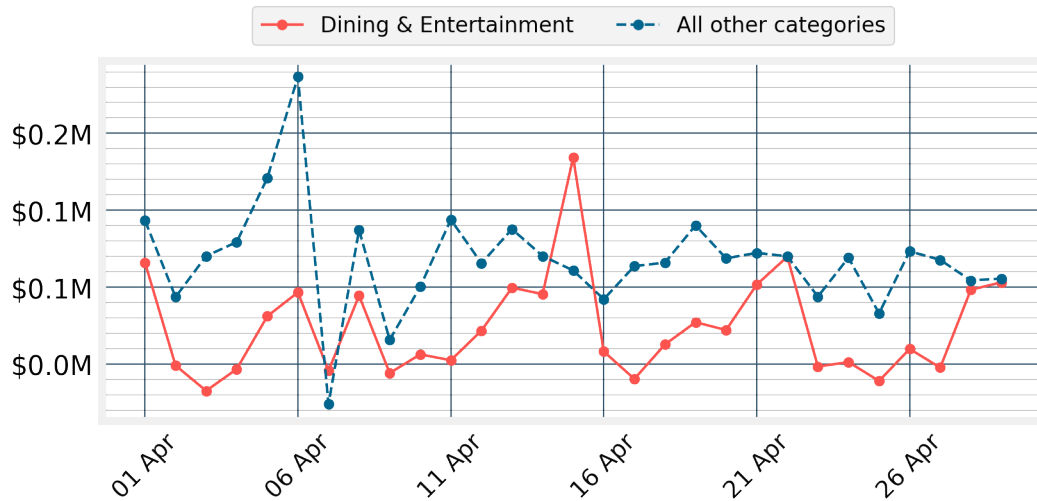
Visitor Local Spend by Suburbs of origin (i.e. where the visitors originate).



## Night Time Economy

### Night Time Economy for April 2023

The biggest spending night of the month of April 2023 was Thursday 06 April with Total Local Spend of \$0.3M. This was made up of \$0.1M in Dining and Entertainment spending and \$0.2M spending in all other categories.



#### Disclaimer

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**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS  
 COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS  
 MONDAY 5 JUNE 2023 AT 5:00PM**

**TO ATTEND:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr D Bowe, Cr C Haenel; Cr L Power, Cr B Redden, Cr I Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; Krishna Shrestha, Acting Director Infrastructure

**ATTENDED:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr L Power, Cr B Redden, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; Krishna Shrestha, Acting Director Infrastructure

**APOLOGIES:** Cr D Bowe, Cr C Haenel, Cr I Ross

**1. WELCOME AND INTRODUCTION**

The Mayor welcomed everyone to the meeting.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES**

Nil

**3. PRESENTATIONS**

**5:00pm – 5:30pm**

**3.1 Geological Survey of Victoria (PowerPoint Presentation)**

Resource Exploration and Development Activities in the region

**Attending:** Penny Wedesweiler, Senior Community Engagement Advisory and Grant Clarke, Manager Strategy and Engagement.

**4. COUNCIL MEETING REPORTS FOR DISCUSSION**

4.1 Investment Attraction & Growth Report (Kevin) **Appendix 4.1** **5:30pm – 5:45pm**

**Attending:** Fiona Gormann

4.2 Councillor Code of Conduct Review (Kim) **Appendix 4.2** **5:45pm – 5:55pm**

4.3 Quarterly Report against the AAP (including Finance Report) (Kim) **Appendix 4.3** **5:55pm – 6:05pm**

4.4 Fraud and Corruption Control Policy (Kim) **Appendix 4.4** **6:05pm – 6:15pm**

4.5 Governance Rules Review (Kim) **Appendix 4.5** **6:15pm – 6:25pm**

4.6 DEECA Crown Land Invitation (Kevin) **Appendix 4.6** **6:25pm – 6:40pm**

**5. GENERAL DISCUSSION (Sunil Bhalla)**

**6. CLOSE**

The meeting closed at 7:45pm

APPENDIX 13.1A

**DINNER**

**SUNIL BHALLA**  
**Chief Executive Officer**

**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS  
COUNCIL BRIEFING HELD VIA ZOOM  
MONDAY 19 JUNE 2023 AT 5:10PM**

**TO ATTEND:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr D Bowe, Cr C Haenel, Cr L Power, Cr B Redden, Cr I Ross, , Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; Krishna Shrestha, Acting Director Infrastructure.

**ATTENDED BY:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr D Bowe, Cr C Haenel, Cr L Power, Cr B Redden, Cr I Ross (Joined at 5:50pm), Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; Krishna Shrestha, Acting Director Infrastructure.

**APOLOGIES:** Nil

**1. WELCOME AND INTRODUCTION**

The Mayor welcomed everyone to the meeting.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES**

Nil

**3. PRESENTATIONS **CONFIDENTIAL** Appendix 3.1 5:00pm – 5:45pm**

**3.1 Wimmera Multi-Purpose Regional Sports Facility Feasibility Study**

**Attending:** Kate Madock, Mal Kuhn, (Otium Planning – Virtual attendance), Carolynne Hamdorf and Mandy Kirsopp

**4. CONFIDENTIAL REPORTS**

**4.1 Investment Attraction Incentive Appendix 4.1 5:45pm – 5:55pm**

**Attending:** Fiona Gormann (in person)

**4.2 City Oval Events Stage (Krishna) Appendix 4.2 5:55pm – 6:05pm**

**4.3 Flood Recovery Road Works Package Contract (Krishna) Appendix 4.3 6:05pm – 6:15pm**

**5. COUNCIL MEETING REPORTS FOR DISCUSSION**

**5.1 Creative Horsham Plan (Kevin) Appendix 5.1 6:15pm – 6:35pm**

**Attending:** Carolynne Hamdorf and Michelle Rethus (both in person)

**5.2 Investment Attraction Policy (Kevin) Appendix 5.2 6:35pm – 6:45pm**

**Attending:** Fiona Gormann

**5.3 VCAT/Planning/Building Update (Kevin) Appendix 5.3 6:45pm – 6:55pm**

**Attending:** Fiona Gormann

**5.4 Budget 2023-2024 (Kim) Verbal Report 6:55pm – 7:15pm**

**Attending:** Simon Rennie and Zac Gorman

**5.5 Monthly Finance Report – May (Kim) Appendix 5.5**

**Attending:** Simon Rennie and Zac Gorman

**5.6 City Oval Community Facilities Funding Strategy (Kevin) 7:15pm – 7:25pm  
(Growing Regions Fund EOI) Appendix 5.6**

**5.7 Road Management Plan Amendment (Krishna) Appendix 5.7 7:25pm – 7:40pm**

**5.8 Councillor Code of Conduct Review (Kim) Verbal Report 7:40pm – 8:00pm**

**5.9 Cleaning Contract (Krishna) Verbal Report 8:00pm – 8:05pm**

## **6. GENERAL DISCUSSION (Sunil Bhalla)**

APPENDIX 13.1A

- Land acquisition
- Recycling collection
- Transfer Station operation

## **7. CLOSE**

The meeting closed at 9:03pm

**SUNIL BHALLA**  
**Chief Executive Officer**